



BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

WEDNESDAY, 6th DECEMBER 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 Meeting of the Executive Cabinet held on 1st November 2006 (attached)
4. Matters Arising from the Minutes
5. Public Questions
6. To receive the Minutes of the Scrutiny Steering Board dated 31st October 2006 (attached)
7. To receive the Minutes of the Audit Board dated 21st November 2006 (attached)
8. To receive the Minutes of the Performance Management Board dated 24th November 2006 (to follow)

9. Report of the Scrutiny Task Group on the Bromsgrove District Housing Trust (attached)
10. Medium Term Financial Plan (attached)
11. Council Tax Base Calculation 2007/08 (attached)
12. Improvement Plan and Exception Report September 2006 (attached)
13. Business Planning and Performance Management (attached)
14. Performance Monitoring – Quarter 2 Performance Indicators (attached)
15. Local Government White Paper “Strong and Prosperous Communities” (attached)
16. Pest Control Service (attached)
17. CCTV Cameras, St. Chad’s Park, Rubery (attached)
18. Local Government Pension Scheme Amendments (Discretionary Payments) (attached)
19. Rent in Advance and Deposit Bond Scheme (attached)
20. Homelessness Prevention “Spend to Save” Scheme (attached)
21. Housman Close, Charford – Affordable Housing (attached)
22. To consider any other business, details of which have been notified to the Acting 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.
23. To consider, and if considered appropriate, to pass the following resolution to exclude the public from the meeting during the consideration of item(s) of business containing exempt information:-

“RESOLVED: that under Section 100A (4) of the Local Government Act 1972, the Public be excluded from the meeting during the consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A to the Act, the relevant paragraph of that part being as set out below:-

<u>Item No.</u>	<u>Paragraphs</u>
24	7, 8 and 9

24. Customer Feedback System (attached – not available to the public)

K.DICKS
Acting Chief Executive

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

27th November 2006

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE EXECUTIVE CABINET

Wednesday, 1st November 2006 at 6.00 p.m.

PRESENT: 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.

Observers: Councillors Miss D. H. Campbell and N. Psirides J. P.
Councillor Mrs. J. A. Pearce (Wychavon District Council)

86/06 **MINUTES**

The Minutes of the Meeting of the Executive Cabinet held on 4th October 2006 were submitted.

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

87/06 **MATTERS ARISING FROM THE MINUTES**

There were no matters arising.

88/06 **SCRUTINY STEERING BOARD**

The Minutes of the Meeting of the Scrutiny Steering Board held on 3rd October 2006 were submitted.

The Chairman of the Scrutiny Steering Board also referred to the concerns expressed by the Cabinet at its previous meeting in relation to the number of Task Groups. She advised that, at its meeting on 31st October 2006, the Board had agreed to suspend the Passport to Leisure Task Group pending the outcome of the Dolphin Centre phase 2 refurbishment project. A maximum of five Task Groups could be in existence at any one time and at present there were four.

RESOLVED: that the Minutes of the Meeting be noted.

89/06 **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 item of business the subject of the following minute on the grounds that it involves the likely disclosure of "Exempt Information" as defined in Part 1 of Schedule 12A to the Act, the relevant paragraph of that part, being as set out below:-

Minute No.
90/06

Paragraph
7

90/06

PRIVATE SECTOR LEASING SCHEME PILOT

The Chairman of the Scrutiny Steering Board referred to concerns expressed by the Board at its meeting on 31st October 2006 in relation to the report on a proposed pilot Private Sector Leasing Scheme.

During the ensuing discussion on the report, Cabinet Members also expressed concerns about the proposals. Although there was support in principle for a Private Sector Leasing Scheme, it was felt that the pilot proposals did not represent value for money for the Council and that the associated risks would outweigh the benefits. It was therefore

RESOLVED: that the report be not approved.

91/06

REVENUES AND BENEFITS SHARED SERVICE PROPOSAL

The Chairman of the Scrutiny Steering Board referred to comments expressed by the Board at its meeting on 31st October 2006 in relation to the report which presented a detailed Business Case on a proposal for the formation of a Shared Service for the provision of Revenues and Benefits services in Worcestershire. Having expressed concerns about the financial implications, the Board had agreed that if the Council was minded to support the proposal, this should be subject to a caveat whereby the Council could reserve the right to withdraw if all six district councils did not give approval.

During the ensuing discussion on the report, Cabinet Members expressed a number of concerns about the proposal, particularly with regard to the financial implications, the risks involved in a project of such magnitude, the fear that the Spatial Project could be compromised, that it was untimely, that the significant efforts made to improve the capacity and performance of the Revenues and Benefits Section could be undermined and potentially lead to a worse rather than better service for the people of Bromsgrove, that the whole basis of the proposal was dependent on the success of the Worcestershire Hub which at the moment was inconsistent across the County, and the impact on the Council's Revenues and Benefits staff. There was also particular concern about the governance proposals. The Acting Chief Executive responded to Members' comments and concerns, however, the Cabinet still felt that there were a lot of unanswered questions. It was therefore

RESOLVED:

- (a) that a Cabinet Advisory Group be established to explore the proposal further, particularly with a view to looking into the concerns and unanswered questions which have been raised;

- (b) that the Group comprise the following:
- Leader of the Council
 - Acting Chief Executive
 - Head of Financial Services
 - Head of E-Government & Customer Services
 - Interim Revenues Service Manager
 - Trade Union representative
 - Opposition representative
 - Councillor G. N. Denaro

- (c) that before the next meeting of the Council the Acting Chief Executive communicate with Redditch Borough Council and Wyre Forest District Council to explore the possibility of any local alternative proposals;

RECOMMENDED: that the Council consider the views and recommendations of the Cabinet Advisory Group before making a final decision on the matter at its meeting on 14th November 2006.

92/06

PERFORMANCE MANAGEMENT BOARD

The Minutes of the Meeting of the Performance Management Board held on 20th October 2006 were submitted. As the Chairman of the Board was not present, Members were asked to raise any queries with him direct.

The Leader drew attention to the performance indicators for September 2006. These would be considered by Cabinet Members in due course.

RESOLVED: that the Minutes of the Meeting be noted and the recommendations be approved.

93/06

AFFORDABLE HOUSING – SCHEME DELIVERY AND HOUSING CAPITAL PROGRAMME

The Cabinet considered a report which provided an overview of housing needs in the District, affordable housing schemes delivered during 2005/06, schemes planned or in the pipeline for 2006/07 and options for the use of unallocated budgets. Following discussion, it was

RESOLVED:

- (a) that the housing needs of the District summarised in section 4 of the report be noted;
- (b) that the joint working through the South Housing Market Area Partnership be supported in principle;
- (c) that the additional units of affordable housing delivered during 2005/6, as detailed in section 7 of the report, be noted;
- (d) that the affordable housing schemes that are planned and in the pipeline for delivery during 2006/7 and 2007/8, as detailed in section 8 of the report be noted;

- (e) that the bids approved and submitted to the Housing Corporation to support the development of affordable housing in the District, as detailed in sections 9 and 10 of the report, be noted;
- (f) that the projects recommended under columns (c) and (d) of the table set out in section 11 of the report be approved;

RECOMMENDED:

- (a) that the additional housing funding available for allocation in 2006/07 programme be noted and the projects recommended under columns (c) and (d) of the table set out in section 12 of the report be approved for inclusion in the revised capital budget for 2006/7;
- (b) that for the purpose of clarity, it be confirmed that any capital receipts ring fenced from the sale of the Council's Low Cost units can be re-invested in both fixed equity and shared ownership type low cost housing schemes;
- (c) that approval of schemes utilising the remaining un-allocated housing capital budgets be delegated to the Strategic Housing Manager in agreement with the Portfolio Holders for Finance and for Strategic Housing and that any unallocated funding remaining be carried forward into 2007/8 if appropriate schemes are not forthcoming.

(Note: Councillor Mrs. C. J. Spencer declared a personal interest in this item as Member of the Bromsgrove District Housing Trust Board).

94/06

NORTH WORCESTERSHIRE CODE OF PRACTICE FOR ADAPTATIONS

The Cabinet considered a report which presented a draft Code of Practice for the adaptation of homes for people with disabilities. The Code sought to shape the future delivery of adaptations across the County. Following discussion, it was

RESOLVED:

- (a) that the Code of Practice be adopted by the Council;
- (b) that in the event of the consideration of the Code of Practice by a partner organisation leading to any significant change in the document, the Strategic Housing Manager be authorised in agreement with the Portfolio Holder for Housing and Environment to approve the revised document.

95/06

HOMELESSNESS PREVENTION

The Cabinet considered a report on proposals for additional preventative measures to reduce the numbers of homeless people in temporary accommodation in order to meet the target set by the Government. The proposals included the use of funding from the Department for Communities and Local Government (DCLG) towards the cost of a new post of Homelessness Prevention Officer, a Rent Deposit Scheme for persons over 25 and a Homelessness Prevention Spend to Save Scheme.

During the discussion the Strategic Housing Manager clarified that match funding for the DCLG funding was expected but not mandatory. Members expressed concern that the DCLG funding was only guaranteed for two years and felt that at this stage the Council could only commit a contribution to the new post for this period of time. It was suggested that if the bids for match funding were not successful in the forthcoming budget process, consideration could be given to demonstrating match funding in kind on the basis of homelessness related work undertaken by officers. It was

RESOLVED:

- (a) that the Council's Allocations Policy be reviewed and a report be made to a future meeting of the Executive Cabinet in respect of any alterations identified to ensure that the policy gives the right messages regarding accessing social housing;
- (b) that the Council work in partnership with Bromsgrove District Housing Trust (BDHT) to jointly develop a new post of Homelessness Prevention Officer and that the additional DCLG funding of £15,000 per annum for 2006/7 and 2007/8 be allocated to the provision of this service; that BDHT be informed that the Council will only support funding for this post for a fixed two year contract; and that a review be carried out of how homelessness preventative and advice services are provided and funded in future years.
- (c) that the provision of a Rent Deposit/Rent in Advance/Bond Scheme for persons over 25 be piloted from January to April 2007 funded from within existing budgets;
- (d) that the provision of a Homelessness Prevention Fund 'Spend To Save Scheme' be piloted from January to April 2007 from within existing budgets;
- (e) that £10,000 per annum be considered within the Council's annual budgeting process for the provision of a Rent Deposit/Rent in Advance/Bond Scheme to be put into full operation from 1st April 2007;
- (f) that £5,000 per annum be considered within the Council's annual budgeting process for the provision of a Homelessness Prevention Fund 'Spend To Save Scheme' to be put into full operation from 1st April 2007.

(Note: Councillor Mrs. C. J. Spencer declared a personal interest in this item as Member of the Bromsgrove District Housing Trust Board).

96/06

TEMPORARY STREET CLOSURE APPLICATIONS/EVENTS IN BROMSGROVE HIGH STREET

Consideration was given to a report on proposals to change the Council's procedures in relation to dealing with applications for Temporary Street Closure Orders and events in Bromsgrove High Street. The proposals had arisen due to the drain on the Council's Health and Safety resources under the current arrangements which could not be sustained and in order to minimise potential liability.

RESOLVED:

- (a) that in future the Council provide guidance to event organisers on the need to undertake or obtain risk assessments, to take out public liability insurance and to have properly trained marshalls;
- (b) that the Council continue to provide marshalling services to event organisers at an agreed price;
- (c) that the Council's policies in relation to these matters and guidance to event organisers be amended as appropriate.

97/06

CLIMATE CHANGE

Consideration was give to a report which sought to raise awareness of the issue of climate change and proposed that the Council become a signatory to the Worcestershire Climate Change Pledge and to the Nottingham Declaration. Although Members welcomed the proposals, it was felt that there could be potential financial implications over time. The Corporate Director (Services) indicated that in supporting the proposals the Council could attract funding of around £15,000 from DEFRA which could be used to meet initial costs.

RESOLVED:

- (a) that the Council become a signatory to the Worcestershire Climate Change Pledge;
- (b) that the Council become a signatory to the Nottingham Declaration;
- (c) that a review be carried out of how to make best use of the potential DEFRA funding.

98/06

GREEN WASTE COLLECTION

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

The Portfolio Holder for Street Scene and Recycling reported on a proposal to suspend the green waste collection for a temporary period during winter months in the current financial year and in future years. Past experience had shown that the tonnage of waste collected during such months reduced considerably compared to other times of the year. The environmental impact of collection during the winter period, particularly with regard to fuel costs, outweighed the environmental benefit of recycling the green waste. Members were informed that operatives would be relocated to other work areas and that the residual waste and dry recycling collection service would continue to operate on the current alternative week basis.

RESOLVED:

- (a) that the collection of green waste be suspended for the period 1st January 2007 to 31st March 2007;
- (b) that, in future years, the green waste collection service be suspended from the end of November until the end of March, and that the precise finish and start dates will depend upon the service ending on a Friday and commencing on a Tuesday.

99/06

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>
100/06	7
101/06	8

100/06

PAYMENT TO HAGLEY PARISH COUNCIL FOR PLAY EQUIPMENT

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

Following consideration of the report, it was

RESOLVED: that approval that be given to the payment of an additional £40,000 to Hagley Parish Council in respect of the play facilities at Hagley to be met from Section 106 monies;

RECOMMENDED: that the Council amend the Capital Programme for 2006/2007 accordingly.

101/06

REMOVAL OF SPOIL HEAPS AT ST CHAD'S PARK

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

Following consideration of the report, it was

RESOLVED: that approval be given to the virement of £15,000 from an underspend in the Community Safety capital budget in order to finance the completion of the Liveability scheme at St Chad's Park.

102/06

MR. A. R. BURTON

The Leader referred to the forthcoming departure of Mr. A. R. Burton, Head of Legal and Democratic Services. On behalf of the Cabinet he expressed thanks to Mr. Burton for all his efforts and contribution to the Cabinet and the Council and wished him well in his future career.

The Meeting closed at 8.35 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE SCRUTINY STEERING BOARD

Tuesday, 31st October 2006 at 6.00 p.m.

PRESENT: Councillors Miss D. H. Campbell J.P. (Chairman), Mrs. J. M. Boswell, Mrs. A. E. Doyle, J. T. Duddy, W. R. Newnes, S. R. Peters, J. A. Ruck, S. P. Shannon and C. J. Tidmarsh.

(NOTE: Councillor Mrs. S. J. Baxter was present as an observer.)

53/06 **APOLOGIES**

Apologies for absence were received from Councillors A. J. Dent, Mrs. R. L. Dent, N. Psirides J.P. and C. J. K. Wilson.

54/06 **DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS**

In relation to matters relating to Bromsgrove District Housing Trust, Councillors J. A. Ruck, S. P. Shannon and C. J. Tidmarsh declared Personal Interests as members of the Bromsgrove District Housing Trust Board. No declarations of whipping arrangements were made.

55/06 **MINUTES**

The Minutes of the Meeting of the Scrutiny Steering Board held on 5th September 2006 were submitted.

RESOLVED that, subject to Councillor W. R. Newnes being included as present at the meeting, the Minutes be approved and confirmed as a correct record.

56/06 **AFFORDABLE HOUSING**

As requested at the last meeting of the Board, members considered the report relating to affordable housing (scheme delivery and housing capital programme) which was due to be considered by the Executive Cabinet on 1st November 2006. A detailed presentation was given to the Board by the Strategic Housing Manager which covered each section of the report.

Several questions were asked on various aspects of the report which the Strategic Housing Manager answered. It was explained that key recommendations contained within the report included: the request that approval of schemes utilising the remaining unallocated housing capital budgets be delegated to the Strategic Housing Manager in agreement with the Portfolio Holders for both Finance and for Strategic Housing; that any unallocated funding

remaining be carried forward into 2007/8 if appropriate schemes were not forthcoming; and for the purpose of clarity, it be confirmed that any capital receipts ring fenced from the sale of the Council's low cost units be reinvested in both fixed equity and shared ownership type low cost housing schemes.

The Strategic Housing Manager was thanked for a detailed, informative and clear presentation.

RESOLVED that the report be noted.

57/06

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 item of business the subject of the following minute on the grounds that it involved the likely disclosure of "Exempt Information" as defined in Part 1 of Schedule 12A to the Act, the relevant paragraph of that part being as set out below:-

<u>Minute No.</u>	<u>Paragraph</u>
58/06	7

58/06

ITEM TO BE CONSIDERED BY EXECUTIVE CABINET

Consideration was given to the confidential item on the Executive Cabinet's Agenda for its meeting on 1st November 2006 which related to the Private Sector Leasing Scheme Pilot.

RESOLVED that the Executive Cabinet be informed that some members of the Board were cautious and were concerned that the public might perceive the costs incurred as too high.

59/06

BDHT SCRUTINY REPORT

Councillor Mrs. S. J. Baxter, Chairman of the BDHT Task Group, presented the scrutiny report to the Board which members considered in detail.

It was pointed out that the report had been compiled some months previous and although the reason for the Board delaying it had been understood, it had caused some frustration for the Task Group as the work of any Task Group was time critical.

The Chief Executive informed members of progress which had been made which linked to some of the recommendations contained within the report.

The Chairman of the Board thanked the Task Group for their work.

RESOLVED that the report be approved and submitted to the Executive Cabinet requesting that the relevant recommendations contained within the report be implemented.

60/06

REVIEW OF SCRUTINY HANDBOOK

Members considered the updated Scrutiny Handbook which was intended for anyone who was involved or had an interest in scrutiny including members, the public and other organisations. It was stated that the handbook explained the scrutiny process and it had been updated to reflect existing practice.

RESOLVED:

- (i) that the scrutiny handbook be approved;
- (ii) that copies of the scrutiny handbook be distributed to all members and made available on the website; and
- (iii) that a leaflet be produced, covering key aspects contained within the scrutiny handbook, for any external witnesses invited to attend a meeting of the Scrutiny Steering Board or one of its Task Groups, to inform them of the scrutiny process.

61/06

ROLE OF OVERVIEW

The Board considered a report relating to strengthening overview processes. Members were reminded that earlier in the year the Lead Official had identified that the scrutiny structure and processes were those he would have expected to find at a Council with a "good" CPA rating. However, there was a need for overview reviews to be undertaken.

RESOLVED:

- (i) that the report be noted; and
- (ii) that it be proposed that the Chairmen of the Scrutiny Steering Board, Performance Management Board and Audit Board meet with and ask the Executive Cabinet for suggestions as to which existing or new policies would be most appropriate to consider, particularly in terms of overview reviews.

62/06

SCRUTINY TASK GROUPS

The report relating to the Scrutiny Task Groups was considered and a brief discussion ensued.

RESOLVED:

- (i) that the work of the Passport for Leisure Task Group be suspended pending the outcome of the Dolphin Centre phase 2 refurbishment project and the status of this be reviewed after the budget for 2007/8 was agreed; and
- (ii) that the contents of the report from 3.5 to 3.9 be put to the Portfolio Holders by the Scrutiny Steering Board Chairman in response to comments made by the Executive Cabinet at its meeting on 4th October 2006.

63/06

WATERCOURSES TASK GROUP

Members were informed that a total of six members had requested to be part of the Watercourses Task Group.

The scrutiny exercise scoping checklist which has been completed by the Acting Chairman, Councillor Miss Campbell, was discussed.

RESOLVED:

- (i) that Councillor Miss D. H. Campbell be appointed as Chairman of the Watercourses Task Group;
- (ii) that the Watercourses Task Group be comprised of Councillors Miss D. H. Campbell (Chairman), Mrs. K. M. Gall, S. R. Peters, N. Psirides, C. R. Scurrall and C. J. Tidmarsh;
- (iii) that flooding, contamination, public health issues and safety of children be included in the scrutiny exercise scoping checklist as areas the Task Group would investigate; and
- (iv) that subject to the additions in (iii) above, the scrutiny exercise scoping checklist and therefore, the Watercourses Task Group's terms of reference, be approved.

64/06

PROGRESS ON CURRENT TASK GROUPS

Car Parking Task Group

It was reported that there had been three meetings of the Car Parking Task Group with two more planned the following week. It was stated that interested parties had been invited to attend and some had offered suggestions for the Task Group to investigate further.

Flytipping Task Group

The report relating to updating the terms of reference of the Flytipping Task Group was considered. It was explained that the main purpose of the additional wording was to clearly define what was meant by the term flytipping.

An update on the progress of the Flytipping Task Group was also given to the Board. It was stated that at the last meeting of the Task Group, the Street Scene and Waste Manager and Waste Policy and Promotions Manager had given a very useful presentation and representatives from other Councils and from the Environment Agency had been invited to attend a future meeting which had been scheduled.

RESOLVED:

- (i) that the verbal updates given by members of the Car Parking and Flytipping Task Groups be noted;
- (ii) that the Car Parking Task Group be requested to find out what the new Government Policy was which was forcing Merry Hill to charge customers in 2007 for using its car parks and to request a copy of any detailed survey commissioned by the owners of Merry Hill into the subject;

- (iii) that the additional wording stated in 3.2 of the report relating to the Flytipping Task Group be included as part of the Task Group's terms of reference; and
- (iv) that the possibility of amending the standard report format for any reports relating to Task Groups so that the name of Chairman of the Task Group would be included, be considered and implemented where appropriate.

65/06

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	Quarterly (March/June/Sept/Dec)	Councillor D. McGrath, as this Council's representative on Worcestershire County Council's Health Overview and Scrutiny Committee, to provide an update report.
Central Networks	5th December 2006	Representatives from Central Networks to attend.
Setting up of Trusts	5th December 2006	Detailed report highlighting all advantages and disadvantages relating to the proposal of setting up of trust(s) to run Council businesses.
Implications of White Paper on Scrutiny	5th December 2006	Board to consider a report relating to the impact on Scrutiny following the Government's White Paper.
Involving the Public in Scrutiny	5th December 2006	Board to consider ways in which the public could be encouraged to become involved in scrutiny following research presented to the Board in August 2006.
Car Parking – Task Group	2nd January 2007	Final Task Group Report due January 2007 – Task Group set up in September 2006. First Meeting: 3rd October 2006.
Flytipping – Task Group	6th February 2007	Final Task Group Report due February 2007 – Task Group set up in September 2006. First Meeting: 12th October 2006.
Passport to Leisure – Task Group	6th March 2007	Board to consider the possibility of Task Group reconvening in future once Phase 2 Refurbishment Project at the Dolphin Centre is complete.

Subject	Date of Consideration	Other Information
Highways Maintenance Scrutiny Task Group / Performance of the HPU	6th March 2007 / 3rd April 2007	Chairman of the County's Overview and Scrutiny Committee to be invited to attend a meeting to provide information to the Board on the work carried out by the Highways Maintenance Scrutiny Task Group once completed.
High Hedges Legislation	3rd April 2007	Report relating to the cost incurred by other local authorities. The service at BDC to be reviewed in April 2007.
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.

66/06

ITEMS TO BE CONSIDERED BY EXECUTIVE CABINET

Consideration was given to the non-confidential items on the Agenda for the Executive Cabinet Meeting which was scheduled to be held on 1st November 2006.

RESOLVED that with regard to item 11, Revenues and Benefits Shared Service Proposal, the Executive Cabinet be informed that members of the Board had some concerns over the financial implications and felt that if the Cabinet was minded to support the proposal, this should be subject to a caveat whereby the Council could reserve the right to withdraw if all six district councils did not give approval, therefore making the proposal more financially viable.

67/06

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 item of business the subject of the following minute on the grounds that it involved the likely disclosure of "Exempt Information" as defined in Part 1 of Schedule 12A to the Act, the relevant paragraph of that part being as set out below:-

Minute No.
68/06

Paragraph
7

68/06

ITEM TO BE CONSIDERED BY EXECUTIVE CABINET

Consideration was given to the urgent confidential item for the Executive Cabinet's Meeting on 1st November 2006 which related to Play Equipment at Hagley.

RESOLVED that the report be noted.

The Meeting closed at 8.35 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE AUDIT BOARD

TUESDAY, 21ST NOVEMBER, 2006

PRESENT: Councillors Mrs. S. J. Baxter (Chairman), C. B. Lanham (Vice-Chairman), A. N. Blagg, A. J. Dent, J. T. Duddy, G. H. R. Hulett and N. Psirides

Observers: Councillors Mrs. R. L. Dent and Mrs. M. M. T. Taylor

Officers: Mr. K. Dicks, Acting Chief Executive
Mrs. C. Felton, Acting Head of Legal and Democratic Services
Mr. A. C. Stephens, Committee Services Officer

Mr. J. Edwards, Lead Official, Department for Communities and Local Government

21/06 **APPOINTMENT OF CHAIRMAN**

RESOLVED that Councillor Mrs. S. J. Baxter be appointed Chairman of the Board for the remainder of the municipal year.

22/06 **TO RECEIVE APOLOGIES FOR ABSENCE**

An apology for absence was received from Mr. N. Shovell, Audit Services Manager.

(NOTE: The Acting Chief Executive explained that Mr. Shovell, had been unable to attend the Meeting having suddenly been taken ill earlier in the day. The Board wished Neil their best wishes for a speedy recovery.)

23/06 **DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS**

No interests or whipping arrangements were declared.

24/06 **TO CONFIRM THE MINUTES OF THE LAST MEETING HELD ON 18TH SEPTEMBER 2006**

The Minutes of the Meeting of the Board held on 18th September 2006 were submitted.

RESOLVED that the Minutes be approved as a correct record and signed by the Chairman.

25/06 **INTERNAL AUDIT PERFORMANCE AND WORKLOAD**

Consideration was given to the report relating to the performance and workload of the Internal Audit Section and, in particular, the current status of the 2006/2007 Audit Plan. Reference was also made to the audit work which had already been completed, and the ongoing progress being made in respect of the National Fraud Initiative.

Councillor Lanham asked if it was known to what extent the £111 million worth of fraud and overpayments identified by the National Fraud Initiative's most recent exercise, referred to at paragraph 5.2 of the report, related to the Bromsgrove District. The Acting Chief Executive stated that the statistics quoted were a national figure but added that he would investigate the proportion of this figure which related directly to the District.

In respect of paragraph 7.2, Councillor Lanham asked how many Audit Quality Questionnaire responses had been received, and what the overall result was. The Acting Chief Executive explained that he would investigate this and report back his findings to Members of the Board.

RESOLVED that the report be noted.

26/06 **AUDIT BOARD SELF-ASSESSMENT**

The Board gave consideration to the report relating to the Audit Board Self-Assessment which had been completed by CIPFA to measure the effectiveness of the Board and how it meets compliance with CIPFA guidance.

RESOLVED:

- (i) that the Acting Chief Executive be requested to investigate what constitutes 'key committees' of the Council, in terms of the CIPFA guidance, and report back to the next meeting of the Board;
- (ii) that further efforts be made to ensure full compliance with the CIPFA guidance and, in particular, the areas detailed in paragraph 4.2 of the report; and
- (iii) that, in all other respects, the report be noted.

27/06 **DATE OF NEXT MEETING (RE-SCHEDULE FROM 19TH MARCH 2007 TO W/C 19TH FEBRUARY 2007)**

RESOLVED that the next meeting of the Board be arranged for 6.00 p.m. on Tuesday, 23rd January 2007, in the Conference Room, at The Council House.

The meeting closed at 6.35 pm

Chairman

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6TH DECEMBER 2006

BDHT SCRUTINY REPORT

Responsible Portfolio Holder	Councillor P. J. Whittaker
Responsible Head of Service	Corporate Director (Services) Head of Planning and Environment Services

1. SUMMARY

- 1.1 To consider the findings and recommendations made by the BDHT Task Group which are contained within the attached report.

2. RECOMMENDATION

- 2.1 Members are requested to implement the relevant recommendations contained within the attached report.

3. BACKGROUND

- 3.1 At the Meeting of the Scrutiny Steering Board on 8th March 2006, it was decided a Task Group would be formed to look at the relationship this Council has with Bromsgrove District Housing Trust. The full terms of reference were approved by the Scrutiny Steering Board at its meeting held on the 12th April 2006.
- 3.2 Further details can be found under "Terms of Reference" and "Background and Methodology" sections on page 3 and 4 of the attached report.
- 3.3 The Scrutiny Steering Board decided to delay considering the report of the BDHT Task Group on the 1st August 2006 following a BDHT Management Report which came to light. However, at its meeting held on the 3rd October 2006, members of the Scrutiny Steering Board agreed that the Task Group should not be delayed any further.
- 3.4 At its Meeting on the 31st October 2006, the Scrutiny Steering Board considered the attached Scrutiny Report and it was agreed that the report be approved and submitted to the Executive Cabinet requesting that the relevant recommendations contained within the report be implemented.
- 3.5 **Please Note:** Since the attached report was finalised by the Task Group, members should be made aware that BDHT will not be renewing its contract with this Council in relation to payroll services at the end of 2006. Therefore recommendation 3 is no longer relevant.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications directly relating to any of the recommendations contained within the attached report, with the exception of recommendation 5, where the financial implications would be extremely minimal. Any financial implications arising from the investigations of the Cabinet Advisory Group (if set up) will be reported to the Executive Cabinet for approval.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications directly relating to the report, however, members will need to consider any legal implications during further investigations. For example, recommendation 2 relates to the possibility of providing a Rent Collection Service at the Customer Service Centre and if, after investigations, this was a viable option, one implication would be that a Service Level Agreement would need to be drawn up.

6. CORPORATE OBJECTIVES

- 6.1 The attached report relates to all four Council Objectives as well as several of the Council Priorities, particularly Housing, Customer Service and Performance.
- 6.2 The last recommendation relating to affordable housing is seen as a key recommendation and relates to the Regeneration Council Objective and the Housing Council Priority.

7. RISK MANAGEMENT

- 7.1 There are no risk management implications directly relating to the report, however, members will need to take risk management into consideration during any further investigations as a result of approving the recommendations contained within the attached report.

8. CUSTOMER IMPLICATIONS

- 8.1 In relation to recommendation 5, if the recommendation is not approved and implemented, there is a potential risk of customer dissatisfaction if members are not aware of who to contact should a member of the public get in touch with their local councillor regarding maintenance of grassed areas.

9. OTHER IMPLICATIONS

Procurement Issues - None
Personnel Implications – None (as recommendation 3 in attached report is no longer relevant).

Governance/Performance Management - None
Community Safety including Section 17 of Crime and Disorder Act 1998 - None
Policy - None
Environmental - None
Equalities and Diversity - The attached report (and in particular recommendation 7 relating to affordable housing) is in line with the Council's Equalities Policy.

10. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	No – However, is aware of report.
Acting Chief Executive	Yes
Corporate Director (Services)	Yes
Assistant Chief Executive	No
Head of Service	No – However, Head of Planning and Environment Services is aware of report. The Strategic Housing Manager was consulted.
Head of Financial Services	Yes
Head of Legal & Democratic Services	Yes
Head of Organisational Development & HR	Yes. Interim Head of OD & HR was also consulted previously.
Corporate Procurement Team	No

11. APPENDICES

Appendix 1 BDHT Scrutiny Report including its appendix

12. BACKGROUND PAPERS

Minutes of the Task Group Meetings.

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Bromsgrove
District Council

www.bromsgrove.gov.uk

SCRUTINY REPORT

BDHT — **SCRUTINY REPORT**

Task Group Report –
Scrutiny Steering Board
October 2006

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Appendix I – Task Group’s Terms of Reference

BROMSGROVE DISTRICT COUNCIL
REPORT OF THE BDHT TASK GROUP

OCTOBER 2006

MEMBERS

Councillors Mrs. S. J. Baxter (Chairman), Mrs. J. M. Boswell, G. H. R. Hulett, D. McGrath and S. R. Peters.

Councillor Mrs. J. Dyer M.B.E. was also a member of the Task Group before becoming a member of the Executive Cabinet on 27th July 2006.

SUMMARY

The role of the BDHT Task Group was to look at the relationship between this Council and Bromsgrove District Housing Trust. The main aim of the Task Group was to look into how this Council could further improve its relationship with BDHT in order to assist each other in meeting housing-related needs across the District.

SUMMARY OF RECOMMENDATIONS

- Advisory Group of the Executive Cabinet
An Advisory Group of the Executive Cabinet be set up to explore with BDHT how this Council and BDHT could improve its relationship further in order to assist each other in meeting the housing-related needs across the District, including BDHT tenants. *(Cost: Nil)*

- Rent Collection Service
In order to provide tenants with another option of paying their rent, and to strengthen further the relationship with BDHT, the option of a Rent Collection Service at the Customer Service Centre for BDHT tenants be looked into once again. (This could be investigated by the Head of E-Government and Customer Services, Head of Financial Services and the Customer Services Manager together with the Executive Cabinet's Advisory Group, if set up.) *(Cost: Nil. However, if a Rent Collection Service for BDHT was agreed, this could result in income for this Council)*

- Payroll Services
The possibility of both this Council and BDHT collectively considering external providers in relation to payroll services be investigated further. (This could be investigated by the Executive Cabinet's Advisory Group, if set up.). *(Cost: Nil)*

➤ Telecare Services and CCTV

To investigate whether or not Telecare Services and CCTV could be separated in the future to enable officers to properly monitor and evaluate the use of the each service separately. *(Cost: Nil)*

➤ Potential disputes and maintenance of certain pieces of land

All members be informed of who to contact at this Council (Mike Bell, Head of Street Scene and Waste Management) and at BDHT (Tony Lowry, Operations Director) if they know of or become aware of any dispute or potential dispute regarding the maintenance of a piece of land. *(Cost: Minimal – cost of printing and posting a letter to each member)*

➤ Grounds Maintenance

To investigate further the option of this Council and BDHT jointly investing in the resources required for grounds maintenance. (This could be investigated by the Executive Cabinet's Advisory Group, if set up.) *(Cost: Nil)*

➤ Affordable Housing

To address barriers identified by BDHT for the delivery of affordable housing in the District, in particular the difficulty of land provision, and demonstrate commitment to partnership working with the Trust. (This could be investigated by the Executive Cabinet's Advisory Group¹, if set up.) *(Cost: Nil)*

Please Note:

The BDHT Task Group recognises that there have been difficulties in the relationship between this Council with BDHT over recent months. We feel that these are partly due to frustrations which were identified during the scrutiny exercise, in particular, the difficulty of land provision for affordable housing.

We hope the recommendations put forward assist in re-fostering the positive relationship between our two organisations which is crucial to both our objectives i.e. serving the residents of Bromsgrove.

The Task Group considers the final recommendation on affordable housing to be the priority.

¹ It is acknowledged that since this report was put together back in July, the Leader has announced his intention to set up an Advisory Group relating to Affordable Housing.

TERMS OF REFERENCE

At the meeting of the Scrutiny Steering Board held on 8th March 2006, it was decided a Task Group would be formed to look at the relationship this Council has with Bromsgrove District Housing Trust.

The Task Group's terms of reference which was compiled by the appointed Chairman, Councillor Mrs. Baxter, was approved by the Board at its meeting held on 12th April 2006. At its first meeting held on 17th May 2006, the BDHT Task Group also approved its terms of reference (attached as Appendix I).

BACKGROUND AND METHODOLOGY

There were a total of six task group meetings with one taking place at Bromsgrove District Housing Trust. At the first meeting, a schedule of work was devised.

The Task Group considered the following, some of which were considered in great detail over more than one meeting:

- Background to the creation of BDHT
- Respective roles of the Council and BDHT following the Large Scale Voluntary Transfer (LSVT)
- Background to the contractual and working relationship with BDHT
- Services provided by (or could potentially be provided by) this Council to BDHT
 - ◇ Legal and Professional Services (covering legal services, plan preparation and valuation services)
 - ◇ Information and Communication Technology (ICT) Services
 - ◇ Cash and Rent Collection
 - ◇ Payroll Services
 - ◇ Lifeline Community Alarm and Out of Hours Monitoring
 - ◇ Grounds Maintenance, Street Cleaning and Drainage Services
- Services provided by BDHT to this Council
 - ◇ Management of Hostels
 - ◇ Housing Agency Agreement for Homelessness, Waiting Lists and Nominations
 - ◇ BDHT Sheltered Housing Services
 - ◇ Caravan Site Management
- BDHT Presentation (including answers to questions raised by members)

When the Chief Executive at BDHT was invited to attend a meeting of the Task Group, he invited the Task Group to hold its meeting at BDHT premises (Buntsford Court).

The BDHT Executive Management Team (which consists of the Chief Executive, Director of Finance and Resources and the Director of Operations) were in

attendance along with the Head of Property Services and the Inspection Improvements Project Manager who gave a detailed presentation to members.

The Corporate Director (Services) and Strategic Housing Manager also attended this meeting (as well as all other meetings of the Task Group).

The detailed minutes of BDHT Task Group meetings gives further information on the Task Group's investigations. If you would like a copy of any of the minutes, please contact the relevant committee services officer (see page 13).

FINDINGS AND RECOMMENDATIONS

Members of the Task Group are keen to assist this Council in strengthening the existing relationship with BDHT. Whilst being aware that BDHT is now a separate independent organisation, members of the Task Group and the BDHT Executive Management agree that both parties need each other.

It is the opinion of the Task Group that it is very important that this Council, (as the strategic housing authority) ensures it does all it can to maintain a good relationship with BDHT (which is the largest Registered Social Landlord (RSL) in the District). It must be remembered that BDHT tenants are also residents of Bromsgrove District.

Therefore, the main recommendation of the Task Group is as follows:

Recommendation 1	An Advisory Group of the Executive Cabinet be set up to explore with BDHT how this Council and BDHT could improve its relationship further in order to assist each other in meeting the housing-related needs across the District, including BDHT tenants.
Financial Implications	There are no financial implications directly related to this recommendation.

The BDHT Chief Executive was consulted on this recommendation and after a brief discussion the BDHT Executive Management agreed that they would welcome any dialogue and are committed to Bromsgrove.

Services provided to BDHT by (or could potentially be provided by) this Council

There are a broad range of legal contracts which regulate the relationship between the Council and BDHT. The documentation is over 300 pages long, includes 34 clauses, 19 schedules and 9 annexes. Due to the fact that the Task Group was time limited, members took a particular interest in the Support Service Level Agreements (SLAs) by which this Council had agreed to provide services to the Trust and vice versa.

➤ Legal and Professional Services

The Legal and Professional Services Agreement entered into with BDHT covers three areas: legal services; plan preparation and valuation services. The Task Group discussed this contract at the first two meetings with various officers including the Legal Services Manager.

The Legal Services Manager informed the Task Group that the Legal Section ensures its costs are covered and they also make some profit which, in the opinion of the Legal Services Manager, is very valuable to the Council as it can be used to obtain other specialised legal services which are not available internally.

With regard to valuation services, there was some concern over the possibility that there may be an element of subsidy in relation to this Council having to acquire valuation services externally. However, the Council have only paid for local estate agents to carry out a small amount of valuations for the low cost housing scheme which does not relate to BDHT “Right to Buy” or “Right to Acquire” Schemes. (The reason for the need to seek a valuation service externally was partly due to the officer dealing with valuations taking on further responsibilities since the restructure.)

The BDHT Chief Executive stated that BDHT are very satisfied with the Legal Services the Council provides and has renewed the contract on two occasions.

The Task Group are happy with the “status quo” and therefore make no recommendations in relation to this area.

➤ Cash and Rent Collection

BDHT have not renewed the Service Level Agreement (SLA) for this service as they have transferred to other methods such as Direct Debit, Standing Order or paying through the Post Office. However, it is believed that paying through the Customer Service Centre could still be another option for tenants and be an opportunity for further partnership working. For this to happen, financial and resource implications would need to be investigated further and the relevant officers would need to be involved.

Recommendation 2	In order to provide tenants with another option of paying their rent, and to strengthen further the relationship with BDHT, the option of a Rent Collection Service at the Customer Service Centre for BDHT tenants be looked into once again. (This could be investigated by the Head of E-Government and Customer Services, Head of Financial Services and the Customer Services Manager together with the Executive Cabinet’s Advisory Group, if set up.)
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Financial Implications	There would be financial implications relating to this option and these would need to be looked into as part of the investigation into the option of providing this service to BDHT. If after investigations, the option is put to BDHT, it is assumed that BDHT would need to cover at least part of the cost of the service this Council would provide.
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➤ Payroll Services

Although, according to the Legal Services Manager, BDHT could receive this service at a lower rate elsewhere, it is believed that BDHT have continued to use Payroll Services provided by this Council because they receive a good quality service and other additional benefits such as having access to the expertise of Financial Services.

Members estimated that if BDHT do not renew the contract which was due to expire in December 2006, 20% of the Payroll Section's workload would be lost, therefore, potentially causing a significant impact on the Council's resources. However, the Interim Head of Human Resources and Organisational Development and the Payroll Manager reported that they did not believe the impact would be that great and estimated the workload to be approximately 12%. Officers believe that there would not be a huge impact on resources if the Council did lose the contract with BDHT in the future.

At the Task Group meeting where BDHT Executive Management team were in attendance, the BDHT Chief Executive stated that its auditors were of the opinion that using the payroll service provided by the Council was a potential risk due to the Council having only two employees in that section. It was suggested by BDHT that the Council together with BDHT could collectively look externally to procure a payroll service.

Recommendation 3	The possibility of this Council and BDHT collectively considering external providers in relation to payroll services be investigated further. (This could be investigated by the Executive Cabinet's Advisory Group, if set up.)
Financial Implications	There are no financial implications relating to investigating this option further. However, if an external provider was sought, members would need to look at the costs associated with an external provider versus the cost of keeping an internal payroll section.

➤ Lifeline Community Alarm and Out of Hours Monitoring

Bromsgrove District Lifeline Service is an emergency panic button or pull-cord system used within the home to alert the control room staff to emergency situations. The clients are predominately older people or disabled members of the community. The Control Room monitors alarms situated in all BDHT sheltered housing properties and other dwellings in the district. Outside office hours when the Council House, the Customer Service Centre and BDHT are closed, all emergency calls are directed to the Control Room.

It was reported to members that prior to LSVT, tenants had expressed confidence in the service and therefore officers had negotiated hard to ensure the Council continued to provide this service. BDHT had taken this service and it is still in operation.

The Supporting People programme, which offers vulnerable people the opportunity to improve their quality of life by providing a stable environment which enables greater independence, pays for a large proportion of the support costs in relation to housing such as Lifeline Services. Therefore, Supporting People are putting increasing pressure on RSL providers to negotiate favourable monitoring fees.

BDHT Executive Management informed the Task Group that Supporting People had a strategic view on how the Lifeline Services should be provided and that it should be an accredited service. The Task Group learned that the price has recently been lowered by 10 pence to account for the fact the Control Room has not yet been accredited to the Telecare Services Association (formally ASAP). However, it is expected that the cost will increase once the Council is providing an accredited Service and the CCTV and Lifeline Manager, Lifeline and Control Room staff are currently working towards this accreditation.

There is some concern regarding the impact on the Control Room if this Council lost the contract with BDHT as a substantial amount of income would be lost. As both the Telecare Service and CCTV are based within the Control Room, it is difficult to separate the amount of time spent on each area. However, as Telecare Services are expanding considerably, both officers and members believe that the possibility of separating Telecare Services and CCTV in the future might need to be investigated further.

Recommendation 4	To investigate whether or not Telecare Services and CCTV could be separated in the future to enable officers to properly monitor and evaluate the use of the each service separately.
Financial Implications	There are no financial implications relating to investigating this option further.

➤ Grounds Maintenance, Street Cleaning and Drainage Services

Members discussed these services over several meetings with the Corporate Director (Services), Head of Street Scene and Waste Management, Strategic Housing Manager, Legal Services Manager and BDHT Executive Management.

It was reported that grounds maintenance was a particular concern to residents and at the time of transfer, tenants were promised a higher standard of service. It was reported that it appeared an agreement had been reached in terms of price and a SLA drawn up between the Council and BDHT but the agreement was never finalised.

There seems to be some uncertainty surrounding the reason for the situation, particularly as the current Corporate Director (Services) and Head of Service were not in post at the time. However, it would appear that it is possible that there was a strain on the relationship between officials at the Depot and at BDHT.

The Task Group was informed of an alternative perspective which was that at the time of transfer, the Depot did not have the equipment or capacity to provide the level of service BDHT required. For example, it seemed the Depot did not have the equipment to provide box cutting.

As a consequence to an agreement not being finalised between the Council and BDHT, BDHT entered into a contract with Wyre Forest Community Housing who could provide a box cutting service tenants had been promised. Wyre Forest Community Housing currently retains the contract and according to BDHT Executive Management, it is a 3 year contract which expires in 2008.

The Head of Street Scene and Waste Management reported to members that since LSVT (Large Scale Voluntary Transfer) progress has been made in this area and a number of issues with BDHT have been resolved. An agreement has been reached on payment for previous works as well as the cost for provision of an enhanced level of street cleansing during the current year. We learnt that during the discussions officers had with BDHT, it had also been agreed that should both parties be satisfied with the new street cleansing service after a period of 6 months, discussion could commence on the future provision of grounds maintenance on a similar basis. The 6 months trial period is to ensure that both parties are satisfied with the management arrangements and quality of service. However, for the Council to provide this service, the contract will need to be for a minimum of 3 years to enable it to extend its capacity to provide the service required by BDHT tenants, purchase new equipment and potentially employ extra staff.

There was much discussion regarding grounds maintenance which covered a variety of issues. One concern was the confusion over the responsibility of certain pieces of land, including areas privately owned. Theoretically, one stretch of land

could be owned by more than one owner which could be frustrating for residents (e.g. if different grassed areas were cut at different times). It was suggested that members could inform either the Head of Street Scene and Waste Management at this Council or the Operations Director at BDHT of any potential conflict over who was responsible for a piece of land between this Council and BDHT. It was pointed out by officers that this would assist them in identifying these disputed areas. It was believed that if it was unclear on the deeds who was responsible between this Council and BDHT, an agreement could be reached with BDHT and the issue resolved. For issues relating to land which was privately owned, the Head of Street Scene and Waste Management and Legal Services Manager at this Council would need to discuss how the issue could be tackled.

It is apparent that the Council has started to rebuild a good rapport with BDHT and now there appears to be an understanding of each other's issues. It is the Task Group's opinion that this is crucial as a poor relationship with BDHT can only reflect badly on this Council.

At the meeting with BDHT Executive Management it was confirmed that as this Council could not provide the grounds maintenance service tenants had been promised, BDHT had no choice but to consider other providers.

It was explained that the Government are keen to ensure there is a proper separation between local authorities and RSLs which is why the majority of contracts at the time of transfer were for 12 months as recommended by the Government. The Task Group also appreciates that, similar to this Council and in fact any organisation, BDHT only renew contracts if it receives value for money and a good standard of service, for example, legal services provided by this Council. Therefore, members of the Task Group were encouraged that BDHT Executive Management stated that if this Council could provide the grounds maintenance service at an appropriate level and cost, they would certainly consider the Council as a provider in the future.

It was suggested at this meeting that both parties could jointly invest in the resources required for grounds maintenance. It is felt that this could also potentially solve issues relating to who was responsible for maintaining which section of land as it would be maintained jointly. Furthermore, it was clarified by BDHT that as long as it could be demonstrated that the service to be provided would give value for money, there would be no need for a tendering process.

<p>Recommendation 5</p>	<p>All members be informed of who to contact at this Council (Mike Bell, Head of Street Scene and Waste Management) and at BDHT (Tony Lowry, Operations Director) if they know of or become aware of any dispute or potential dispute regarding the maintenance of a piece of land.</p>
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Financial Implications	The only financial implication relating to this recommendation would be the cost of printing and posting a letter to all members.
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Recommendation 6	To investigate further the option of this Council and BDHT jointly investing in the resources required for grounds maintenance. (This could be investigated by the Executive Cabinet's Advisory Group, if set up.)
Financial Implications	There are no financial implications relating to investigating this option further.

With regard to drainage service, up until the beginning of May 2006, this Council provided this service to BDHT. Although this Council charged an extremely modest hourly rate, BDHT had come to an agreement with another agency for this particular service.

Services provided to this Council by BDHT

Members were informed and are in support of the planned benchmarking exercise countywide in order for the Council to ensure it is getting value for money from BDHT.

➤ Hostel Management

Hostel Management was discussed in detail at the Task Group Meeting held on 3rd July 2006.

In brief, this Council decided to retain ownership of the 4 hostels in order to protect their future use for the purposes to suit the Council's identified needs. Without the hostels, it is understood that there would be a greater pressure on the Council to use the less favourable and more expensive option to use Bed and Breakfast. The Government has made it illegal to allocate Bed and Breakfast to families and expectant mothers and they can only be used in extreme circumstances for a maximum of 6 weeks and this Council has managed to keep to that target even though other authorities have struggled. However, this has meant an increased pressure on hostels.

The Task Group was informed that the hostels will have to be remodelled into small independent flats which will be easier to manage but could mean having to sell them to a Registered Social Landlord (RSL).

Officers are currently working to develop proposals to decommission the hostels and remodel the type of temporary accommodation supplied. (Members of the Executive Cabinet have already agreed to remodel the Gateway Refuge hostel at its meeting held on 2nd August 2006.)

It was reported to the Task Group that there will be an improved out of hours service and that the Council are working with Supporting People and BDHT to develop a new floating support service consisting of 2 full-time support workers whose role will be to carry out preventative work and support those in temporary accommodation. The new service is scheduled to commence in November 2006.

There is also evidence of good partnership working through a working group which has been set up with representatives from partner agencies including BDHT, Citizens Advice Bureau, Bromsgrove Youth Homelessness Forum, Connexions and Baseline (a voluntary organisation providing support to young people in relation to housing advice and homelessness preventative services). It is hoped that working in partnership will ensure the homelessness service provided is more seamless and the Task Group support this work.

Although no recommendation has been made in relation to hostels, the Task Group support all the officers' efforts in working towards decommissioning the hostels and remodelling the type of temporary accommodation supplied as well as the new support service due to commence in November 2006. It is apparent that both BDHT and Council officers understand the urgency of needing to improve the situation.

➤ Caravan Site Management

This Council owns one permanent caravan site and it is managed by BDHT (unlike in other districts where caravan sites are owned and managed by Worcestershire County Council).

Members of the Task Group discussed this issue at two separate meetings and no recommendations are made.

➤ Sheltered Housing Services

Members discussed the Sheltered Housing Scheme as well as the Very Sheltered Housing Scheme (which is currently under review) and no recommendations are made.

Affordable Housing

Members of the Task Group believe that affordable housing is needed in Bromsgrove District. The Task Group found out that the average wage in Bromsgrove was £23,000 and a 2 bed flat in Charford costs in excess of £100,000 which means a large proportion are simply not in the position to buy. The average cost of a property is £233,000 and rising.

BDHT Executive Management confirmed that no dwellings had been sold to tenants in 2006 as they could not afford it, even with the maximum discount of £26,000, which gives an indication of the affordability problem.

The Chief Executive at BDHT stated that BDHT has the borrowing ability (subject to grant) to deliver 280 homes in Bromsgrove and the Housing Corporation had £20 million Grant to deliver affordable housing in the South Housing Market Area (Worcestershire, Stratford and Warwick) but Council planning powers could prevent delivery.

As previously stated, this Task Group believe affordable housing is required and it is a Council Priority. Therefore, the final yet key recommendation is as follows:

Recommendation 7	To address barriers identified by BDHT for the delivery of affordable housing in the District, in particular the difficulty of land provision, and demonstrate commitment to partnership working with the Trust. (This could be investigated by the Executive Cabinet's Advisory Group, if set up.)
Financial Implications	There are no financial implications relating to investigating this further.

General

➤ Preferred Partner

The Task Group was informed that BDHT had requested that they be appointed as “preferred partner” and although this Council wants to ensure it has a good working relationship with BDHT, it does not want to exclude best value for money and other partnership working, therefore, it did not appoint a preferred partner.

➤ BDHT Presentation

The Inspection Improvements Manager at BDHT gave a very detailed and informative presentation relating to the promises made by the Council to tenants prior to transfer, work BDHT have carried out since transfer and future challenges for both BDHT and this Council.

BDHT appear to be on target to deliver on promises made to tenants by the Council, such as modernising homes and it achieved top quartile performance last year relating to areas such as repairs, re-letting properties and collecting rent.

BDHT Executive Management answered all of the questions put to them by the Task Group and stated that, like Bromsgrove District Council, they are committed to Bromsgrove District.

➤ Partnership Review

The Task Group learnt that a partnership review will be taking place within the next 12 months to ensure this Council is receiving value for money from services provided by BDHT.

CONCLUSION

Members of the Task Group believe that building upon the existing relationship this Council has with BDHT is of great importance and therefore, the first recommendation which is requesting the Executive Cabinet to set up an Advisory Group so that members can work together with officers from this Council and BDHT Executive Management Team to assist each other in ensuring housing needs are met, should be seen as the main recommendation made by this task group.

If such a group is formed, other areas can be further investigated (such as affordable housing, external payroll services) together with BDHT and it could oversee the partnership review to ensure this Council is receiving value for money from services provided by BDHT.

We have found this scrutiny exercise very valuable and hope the Executive Cabinet will see the benefits of forming an Advisory Group.

REVIEW

It is hoped that an Advisory Group of the Executive Cabinet will be set up and therefore this Task Group will not need to reconvene in 12 months time. Instead it is requested that, assuming an Advisory Group is set up, the Chairman of the Group be invited to a meeting of the Scrutiny Steering Board to report on progress made in 12 months time.

In the event an Advisory Group of the Executive Cabinet is not set up, this Task Group will reconvene in 12 months time to carry out a review.

Councillor Mrs. S. J. Baxter
Chairman of the BDHT Task Group

Contact Officer

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SCRUTINY EXERCISE SCOPING CHECKLIST

This form is to assist members to scope the scrutiny exercise in a focused way and to identify the key issues it wishes to investigate.

When the Board decides to set up a Task Group to scrutinise a particular subject, the appointed Chairman of the Task Group should complete this checklist. Completed forms will be considered by the Board and by the Task Group as a whole at the Task Group's first meeting.

- General Subject Area to be Scrutinised:.....*BDHT*.....

Specific Subject to be Scrutinised

- *Contracts and financial arrangements between Bromsgrove District Council and BDHT with particular reference to grounds maintenance.*
- *BDHT Improvement programme & PIs*
- *Management of homelessness Hostels*
- *Services (Warden) provided in Sheltered accommodation*
- *Community development / partnership opportunities between BDHT and BDC*

- Should the relevant Portfolio Holder(s) be invited to give evidence? **YES**

- Should any Officers be invited to give evidence? **YES**

If yes, state name and/or post title:

Andy Coel. Head of Strategic Housing

- Should any external witnesses be invited to give evidence? **YES**

If so, who and from which organisations?

BDHT, names to be confirmed after 1st meeting of task group

- Should the Task Group receive evidence from other sources other than witnesses? **YES**

If so, what information should the Task Group wish to see and from which sources should it be gathered?

Contracts / agreements between BDC and BDHT, details to be confirmed after 1st meeting.

- Should a period of public consultation form part of the Scrutiny exercise? **NO**

If so, on what should the public be consulted?

.....
.....

- Have other authorities carried out similar scrutiny exercises? **NO?**
 If so, which authorities?.....

 What were their conclusions and what can we learn from them?.....

- Will the Scrutiny exercise cross the District boundary? **NO**
 If so, should any other authorities be invited to participate?

- Would it be appropriate to co-opt anyone on to the Task Group whilst the Scrutiny exercise is being carried out? **NO**
 If so, who and from which organisations?

- What do you anticipate the timetable will be for the scrutiny exercise?
 3 months

- Approximate number of Task Group Meetings?.....*4*

Signed:

Sue Barber

Chairman of behalf of the:.....BDHT.....Task Group

Date: *31 March 2006*

Please return completed forms to:
 Miss D. McCarthy
 Committee Services Officer
 Legal and Democratic Services
 Bromsgrove District Council

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6th December 2006

Medium Term Financial Plan

Responsible Portfolio Holder	Councillor Margaret Taylor
Responsible Head of Service	Jayne Pickering – Head of Financial

1. Summary

- 1.1. To provide information to enable the Executive Cabinet to review the position on the medium term financial plan (revenue and capital budgets) for 2007/08-2009/10

2. Recommendations

- 2.1. Executive Cabinet to note the current financial position for 2007/08-2009/10
- 2.2. It is recommended that Executive Cabinet request Heads of Service to provide information relating to the alternative delivery of services to demonstrate the levels of financial efficiencies that could be realised for 2007/08 -2009/10 to ensure a robust and balanced budget for 2007/08-2009/10.

3. Background

- 3.1. The Council on 28th February 2006 approved a medium term financial plan that included the budget requirements for 2006/07 to 2008/09.
- 3.2. On 6th September 2006 the Executive Cabinet approved the budget process and timetable to be followed to review the medium term financial plan for 2007/08 to 2009/10.
- 3.3. As part of the approved budget process Executive Cabinet proposed key priorities for focus of resources which were approved by Council on 19th September 2006.
- 3.4. The priorities approved are :
 - Regeneration
 - Environment
 - Sense of Community and Well Being
 - Improvement

- 3.5. The approved priorities have been used to drive the budget process as follows:
- Budget pressures have only been proposed to members by senior management if they have been identified as unavoidable / or they are fundamental in achieving the Council's priorities.
 - Financial savings have been focused on alternative methods of delivery e.g collaborative and partnership working together with proposing savings on services that do not directly contribute to the priorities.
 - The capital programme proposals have been considered in line with the priorities

4. Base budget information

- 4.1. The current budget book that was sent to all members on the 27th January 2006 includes the Base budget for 2007/08 and 2008/09. These budgets have been used for the review of the plan and the proposed pressures and savings will form the new approved budget for 2007/08 - 2009/10.
- 4.2. The information at this point in time excludes Support Service recharges as these costs are shown gross within the host department.
- 4.3. The base budget for 2007/08 – 2009/10 include a number of approved changes to the funding of services from the financial position of 2006/07. These include:
- Additional costs of £640k due to the anticipated impact of single status implementation. This funding reduces to £240k from 2008/09 due to the savings made from the period of protection for those who have a reduced salary as part of the review.
 - Reduction to £100k in the contribution made to the vehicles repairs and renewals fund
 - Removal of the funding relating to Concurrent Function payments to parish councils
 - Removal of funding for Haybridge, Woodrush and the Museum
 - Increase in the car parking charges by 10p (average increase) for 2007/08 and 2008/09
- 4.4. The net operating expenditure as outlined in Appendix A, and the budget book is as follows:
- Base Budget for 2007/08 £11.413m
 - Base Budget for 2008/09 £11.315m
 - Base Budget 2009/10 £11.979m
- 4.5. Within this the following assumptions have been made for the main elements of the budget:

Pay awards	2.95% per annum (Note 1)
Utility costs	10.00% per annum
Business rates	10.00% per annum
Other costs	2.5% per annum
Government Grants	2.0% per annum (Note 4)
Investment interest	4.5% per annum (Note 2)
Pension fund increase	Note 3
Vacancy Management	4.0%

Notes:

1. For the purposes of this exercise it has been assumed that a pay award of 2.95% pay award will be given in 2007/08-2009/10
2. Investment interest for 2007/08-2009/10 has been included at 4.0% this is an area where advice is being obtained to provide a more realistic figure as part of the ongoing financial plans.
3. It assessed that in order to move toward a fully funded pension scheme within six years the rate would need to increase by incremental steps of 0.7% per annum to a maximum of 19.1% by 2010/11. Currently the employers rate is 16.4% and the projected amount for this council for 2007/08 is 17.1%.
4. Government Grants have been estimated at 2% increase for 2007/08 -2009/10. The indicative settlement will be verbally reported at this meeting.
- 4.6. Savings of 4% each year on the pay bill have been assumed through vacancy management. These savings will also be used to cover the costs of recruitment.

5. Budget Pressures

- 5.1. Officers have identified a number of budget pressures that have either been deemed “unavoidable” or “high” priority. Unavoidable includes the ongoing effects of pressures during 2006/07 together with any errors in the budget. A high priority is something that is in direct pursuit of the Council’s priorities. A number of other budget pressures have been identified but these have been categorised as medium and low and do not form part of the financial projections.
- 5.2. A full list of all budget pressures are included at Appendix C and the unavoidable and high total:
 - 2007/08 £1.435m
 - 2008/09 £1.815m
 - 2009/10 £1.766m

6. **Budget reductions**

- 6.1 The savings/ additional income were identified by Heads of Service and Senior Management Team following an awayday to review the areas of expenditure and service provision that could be reduced by cutting service, increasing income or identifying alternative methods of service delivery.
- 5.3. Savings and efficiencies are directed at those service that do not directly impact on the Councils key priorities to enable these funds to be realigned to those services that require additional resource in line with priorities.
- 5.4. As can be seen from Appendix D the proposed budget reductions total:
- 2007/08 £1.040m
 - 2008/09 £1.175m
 - 2009/10 £2.329m

6. **Government Grant**

- 6.1. The Council has the draft settlement for 2007/08 which is included in the base budget. The Council expects to receive the draft settlement for 2008/09 in late November and these will be verbally reported at this meeting.

7. **Council Tax & Collection Fund**

- 7.1. The projections for 2007/08-2009/10 currently include an increase of 4.99% on the Council Tax. It is assumed that there is no surplus from the Collection Fund at this time.

8. Overall Position

- 8.1. If no pressures or savings were approved the budget position for 2007/08 – 2009/10 would reflect a shortfall in 2009/10 of £223k as shown in Appendix A.
- 8.2. If the unavoidable and high pressures and the recommended savings were approved the shortfall in funding, assuming a 4.99% increase in Council Tax would be :

	2007/08 £'000	2008/09 £'000	2009/10 £'000
Base cost of General Fund Services	12,117	11,991	12,655
Pressures (high & Unavoid)	1,435	1,815	1,766
Savings	-1,040	-1,175	-2,329
Investment Income	-604	-576	-576
Recharge to capital programme	-100	-100	-100
Net operating expenditure	11,808	11,955	11,416
Contribution from balances	-514	-27	-
Assumed Council Tax @ 4.99%	-6,169	-6,510	6,835
Government Grant	-4,729	-4,824	-4,920
Overall Shortfall	396	594	-339

- 8.3. The Council is to set a balanced budget for each of the next three years therefore will need to address the shortfall of funds i.e., approve other savings , increase income or reduce the high pressures to a level that can be met from existing funding. Any additional spending, over and above the pressures included above, would also need to be funded from further savings.

8.4. **Balances :**

- 8.5. The current projected level of balances is for 31.03.07 is £653k assuming the full cost of the improvement plan is spent as approved. The improvement plan takes into account savings as a result of utilising the Director of Resources post and the Risk Management officer for the period 2007/08 – 2009/10. The level of balances is therefore below the target as identified in previous financial plans and this will be reviewed over the budget process.

9. Fees and charges

- 9.1. The financial plan for 2007/08-2009-10 assumes a 2.5% increase in income targets to be achieved. In addition a 10p average increase on car park income was included.
- 9.2. Currently budget holders are reviewing the volume of transactions and income received together with any other areas that could be chargeable.

- 9.3. Members will be updated on the income generation information during the budget process.

10. Capital

10.1. As part of the review of the medium term financial plan Executive Cabinet approved levels of capital expenditure for funding from our own resources. These levels were set at £1m per annum. In addition Cabinet also approved the capital investment criteria that a scheme should satisfy for inclusion in the capital budget as follows:

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

10.2. The schemes as identified at Appendix E reflect additional cost to the £1m funding from capital resources however budget holders have reviewed the above criteria and have requested that the schemes be considered on the merit of delivery of the Councils priorities.

10.3. If members approve the new schemes within the Capital Programme as detailed the effect on capital reserves is as follows:

	2007/08	2008/09	2009/10
	£m	£m	£m
Opening balance	12.884	3.371	2.119
Used in year	10.223	1.762	1.427
Received in year	0.710	0.510	0.310
Closing balance	3.371	2.119	1.002

10.4. As has been highlighted already the request to release these additional funds will have a knock on effect to the investment interest and this has been included within the overall summary attached at Appendix B.

11. Other Issues

11.1. Another issue that may have a positive impact on the budget is the recent court case with regard to VAT on car parks where it has been adjudged that VAT should not be payable on car park fees. This is likely to be appealed by the Inland Revenue so it is felt unwise to factor this into the projections.

12. Financial Implications

12.1. Included in above.

13. Legal Implications

13.1. None.

14. Other Sub Headings

14.1. None.

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

Background Papers

Budget papers 2007/08-2009/10

Contact officer

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				APPENDIX A		
DRAFT BUDGET SUMMARY 2007/08 - 2009/10						
				2007-08	2008-09	2009-10
				DRAFT	DRAFT	DRAFT
				BUDGET	BUDGET	BUDGET
				£	£	£
Portfolio/Service Area						
BASE COST OF GENERAL FUND SERVICES				11,952,209	11,784,355	12,448,773
Contributions to/(from) earmarked reserves				165,078	207,000	207,000
Cost of General Fund Services per Budget Book				12,117,287	11,991,355	12,655,773
Less:	Investment Income			-604,000	-576,000	-576,000
Less:	Recharge to Capital Programme			-100,000	-100,000	-100,000
NET OPERATING EXPENDITURE				11,413,287	11,315,355	11,979,773
Contributions to(+)/from(-) Specific Reserves						
AMOUNT TO BE MET FROM GOVERNMENT GRANTS & LOCAL TAXPAYERS				11,413,287	11,315,355	11,979,773
Prior Year Surplus on Collection Fund				0		
Contribution to/from(-) Working Balances				-513,940	19,454	
				0		
Revenue Support Grant				-4,729,823	-4,824,419	-4,920,907
DEMAND ON COLLECTION FUND				6,169,524	6,510,390	7,058,866
ASSUMED COUNCIL TAX INCOME @ 4.99% Council Tax Increase				6,169,524	6,510,390	6,835,258
SHORTFALL				0	0	223,607

DRAFT BUDGET SUMMARY 2007/08 - 2009/10

		2007-08	2008-09	2009-10
		DRAFT BUDGET	DRAFT BUDGET	DRAFT
		£	£	BUDGET
Portfolio/Service Area				£
BASE COST OF GENERAL FUND SERVICES		11,952,209	11,784,355	12,448,773
Contributions to/(from) earmarked reserves		165,078	207,000	207,000
Cost of General Fund Services per Budget Book		12,117,287	11,991,355	12,655,773
Pressures - UNAVOIDABLE		1,149,000	1,258,000	1,167,000
Pressures - FUNDING REQUESTS - HIGH		286,000	557,000	599,000
Savings - RECOMMENDED		-1,040,000	-1,175,000	-2,329,000
Less:	Investment Income	-604,000	-576,000	-576,000
Less:	Recharge to Capital Programme	-100,000	-100,000	-100,000
NET OPERATING EXPENDITURE		11,808,287	11,955,355	11,416,773
Contributions to(+)/from(-) Specific Reserves				
AMOUNT TO BE MET FROM GOVERNMENT GRANTS & LOCAL TAXPAYERS		11,808,287	11,955,355	11,416,773
Prior Year Surplus on Collection Fund		0		
Contribution to/from(-) Working Balances		-513,940	-26,762	
		0		
Revenue Support Grant		-4,729,823	-4,824,419	-4,920,907
DEMAND ON COLLECTION FUND		6,564,524	7,104,174	6,495,866
ASSUMED COUNCIL TAX INCOME @ 4.99% Council Tax Increase		6,169,524	6,510,390	6,835,258
SHORTFALL		395,000	593,784	-339,393

	SERVICE		2007/08 £'000	2008/09 £'000	2009/10 £'000	DELIVERY OF CORPORATE PRIORITIES	COMMENTS
UNAVOIDABLE							
Members allowances	LEGAL & DEMOCRATIC		40	40	40	Improvement - revised member role & responsibility	To fund the approvals in 06/07 budget
Utility cost	LEGAL & DEMOCRATIC		40	40	40	All priorities - cannot deliver services without the utilities of this building	Additional costs to budget allocated
Utility Costs	STREET SCENE & WASTE MANAGEMENT		42	43	44	Clean District and the ability to deliver improvements in customer service	Additional costs in respect of utility costs for multi-storey car park and the gas and water usage at the depot due to significant rise in prices
Vehicle maintenance	STREET SCENE & WASTE MANAGEMENT		72	75	78	Clean District and the ability to deliver improvements in customer service	Increasing the vehicle fleet has led to an increase in the fuel usage together with the increase in prices. In addition there has been a increase in the maintenance and tyre costs for the fleet.
Contract Hire	STREET SCENE & WASTE MANAGEMENT		114	117	119	Clean District and the ability to deliver improvements in customer service	There are a number of vehicles that have to be hired whilst replacements are being sourced. Additional vehicles are also required for the recycling service.
Dolphin Refunds	STREET SCENE & WASTE MANAGEMENT		56	57	58	Customer Service	This reflects the loss in income due to the refunds being given at the Dolphin Centre from the Car Park.
Recycling Credits	STREET SCENE & WASTE MANAGEMENT		35	36	37	Customer Service	The income from recycling through the recycling sites has reduced as the volume of waste collected through the kerbside scheme has increased.
Highways	STREET SCENE & WASTE MANAGEMENT		16	16	17		There has been a reduction in the work requested by external customers which has led to a decrease in the income generated.
Car Park Income	STREET SCENE & WASTE MANAGEMENT		200	205	210	Customer Service	The predicted income based on a 10p increase in charges has not been realised. It is assumed that this will continue into 2007/08 - 2009/10. A review of car park charging is currently being undertaken.
BDHT Contract	STREET SCENE & WASTE MANAGEMENT		102	105	108		The contract for Grounds Maintenance has been lost and therefore the income target is no longer achievable.
Private Cleansing	STREET SCENE & WASTE MANAGEMENT		13	13	13		The focus on improving the districts cleanliness will impact on the delivery of private chargeable works.
Transfer Site	STREET SCENE & WASTE MANAGEMENT		10	10	10		This reflects the income from the rental of the transfer station that was set at an unrealistic level.
Shortfall in income	CULTURE & COMMUNITY		80	80	80	Improvement - lack of accurate financial management	Shortfall in income targets set
CCTV incorrect budget	CULTURE & COMMUNITY		70	70	70		Community Safety - budget allocation incorrect in 2006/07-ongoing
Utility cost	CULTURE & COMMUNITY		40	40	40	All priorities - cannot deliver services without the utilities of this building	Additional costs to budget allocated

	SERVICE		2007/08	2008/09	2009/10	DELIVERY OF CORPORATE PRIORITIES	COMMENTS
Shortfall in income	PLANNING & ENVIRONMENT		203	203	203	Impact on financial management as income target for planning not reached	Planning Apps/ Seach Fees /Buildign control - impact of moratorium
Examination in Public	PLANNING & ENVIRONMENT			108		Supporting the LDF - Planning	Relate to costs associated to the examination in public for hosting the LDF
Redundancy haybridge etc	CORPORATE		16				This reflects the cost of the closure of the Haybridge and Woodrush sites. This may be reduced dependant on transfer to the County.
Improvement plan	CORPORATE						
TOTAL UNAVOIDABLE PRESSURES			1,149	1,258	1,167		
ADDITIONAL FUNDING REQUESTS (BIDS)							
Salary Re-grades	POLICY & PERFORMANCE	HIGH	8	9	10	Provide performance information on all councils priorities	To provide a competitive salary to recruit full team
Area Committees	POLICY & PERFORMANCE	HIGH	8	24	25	Delivery of improved customer service in the Authority	Increasing Community Influence by establishing area ctees
Customer feedback system - Value £20k	E-GOV & CUSTOMER SERVICES	HIGH	1	1	1	Performance improvement, reputation and customer satisfaction	This cost is the impact of the loss of interest of the Council from the capital project. The project will provide a system to automatically and efficeintly track complaints
Customer feedback system (complaints)	POLICY & PERFORMANCE	HIGH	2	3	4	Performance improvement, reputation and customer satisfaction	To maintain the system as part of capital project
Desktop printing - Value £75k	E-GOV & CUSTOMER SERVICES	HIGH	3	3	3	Performance improvement, reputation and customer satisfaction	This cost is the impact of the loss of interest of the Council from the capital project. The project will provide a fleet of new printers that are also photocopiers / faxes and will provide match savings within an 18 month period.
Desktop printing	E-GOV & CUSTOMER SERVICES	HIGH	7	8	8	Invest to save and improved customer service & efficiency	To maintain the new printers as part of capital invest to save project
Queue management system - Value £30k	E-GOV & CUSTOMER SERVICES	HIGH	1	1	1	Customer Service improvements	This cost is the impact of the loss of interest of the Council from the capital project. The project will provide for a system where the customer will be managed within an automatic queue.
Queue management system -CSC	E-GOV & CUSTOMER SERVICES	HIGH	5	5	6	Delivery of improved customer service in the Authority	To maintain the new q-management system as part of capital project
Grading of csc advisors	E-GOV & CUSTOMER SERVICES	HIGH	6	9	10	Delivery of improved customer service in the Authority by having more motivated & professional staff	To regrade CSC advisors as recognition of qualifications awarded
Professional subs	LEGAL & DEMOCRATIC	HIGH	2	2	2	Improvement - professional staff delivering service in house	To fund subscriptions for professional staff to maintain quality of recruitment

	SERVICE		2007/08	2008/09	2009/10	DELIVERY OF CORPORATE PRIORITIES	COMMENTS
Case management system - Value £14k	LEGAL & DEMOCRATIC	HIGH	1	1	1	Improvement and improving customer satisfaction.	To provide a case management system to enable legal services to manage caseload and increase capacity for operating shared service arrangements
Case Management system	LEGAL & DEMOCRATIC	HIGH	2	2	2	Improvement and improving customer satisfaction.	To maintain the case management system as part of capital project
Longbridge work with consultants	PLANNING & ENVIRONMENT	HIGH	80			Support the Longbridge priority re the development for regeneration	The money will be used to fund the various stages that must be gone through to enable the Longbridge Action Area Plan to become adopted and then implemented. This will include Examination costs (Planning Inspectorate fees, venue hire, barristers and so on), as well as potential administrative support to the Examination in Public (EIP).
Smoke free legislaion	PLANNING & ENVIRONMENT	HIGH	32	32	32	Community Well being - to support compliance with legislation	To appoint an officer to ensure compliance with smoke free legislation
Permanent position re HR advisor	HR & OD	HIGH	32	32	32	Support Improvement	To make the current 2 year FTC a permanent position
Tree survey	CULTURE & COMMUNITY	HIGH	18		18	Reputation - Councils liability leading to negative press	To ensure the Council is compliant with ensuring all trees are surveyed for potential concerns
CCTV Rubery exchange	CULTURE & COMMUNITY	HIGH	1	1	1	Community Influence - enables Council to identify problems in the area.	This cost reflects the additional line to ensure the CCTV cameras can function effectively in the Rubery area - as part of the capital project
Replacement of CCTV cameras - Value £1.5m	CULTURE & COMMUNITY	HIGH		68	68	Community Influence - ensure cameras are available - reputation maintained	This cost is the impact of the loss of interest of the Council from the capital project. The funds are required to ensure there is a planned programme of replacement for the CCTV cameras in the district.
Spatial Project - Value £6.4m	E-GOV & CUSTOMER SERVICES	HIGH	23	288	288		This cost is the impact of the loss of interest of the Council from the capital project.
Vehicles - Value £1.7m	STREET SCENE & WASTE MANAGEMENT	HIGH	42	56	75	Improved customer service & clean district - improved performance	This cost is the impact of the loss of interest of the Council from the capital project. The capital project is to maintain the vehicle replacement programme for 2007/08 -2009/10
Grants to RSLs - Value £250k	PLANNING & ENVIRONMENT	HIGH	11	11	11		
Grants to RSLs - Value £22k	PLANNING & ENVIRONMENT	HIGH	1	1	1		
TOTAL HIGH PRESSURES			286	557	599		
Out of hours- ICT support to CSC & Leisure	E-GOV & CUSTOMER SERVICES	MEDIUM	26	27	28	Delivery of improved customer service in the Authority	To cover bank holidays
Develop intranet site - Value £15k	E-GOV & CUSTOMER SERVICES	MEDIUM	1	1	1	Improvements and performance as access available to more informative intranet	This cost reflects the ongoing annual maintenance of the improvements to the current internal intranet site to give more information to all staff.

	SERVICE		2007/08	2008/09	2009/10	DELIVERY OF CORPORATE PRIORITIES	COMMENTS
Develop Intranet site	E-GOV & CUSTOMER SERVICES	MEDIUM	2	2	2	Improvements and performance as access available to more informative intranet	This cost is the impact of the loss of interest of the Council from the capital project.
network to shopmobility - Value £25k	E-GOV & CUSTOMER SERVICES	MEDIUM	1	1	1	Delivery of improved customer service in the Authority and access for shopmobility staff	This cost reflects the ongoing annual maintenance of the link to the shopmobility site for access to capr park and other systems
Network to shopmobility	E-GOV & CUSTOMER SERVICES	MEDIUM	8	8	9	Delivery of improved customer service in the Authority and access for shopmobility staff	This cost is the impact of the loss of interest of the Council from the capital project.
Implementation of choice based letting schemes	PLANNING & ENVIRONMENT	MEDIUM	6	11	11	Delivery of improved housing needs within the district	Improvements in rates of homelessness
Funding of homeless appeals	PLANNING & ENVIRONMENT	MEDIUM	4	4	4	Delivery of improved housing needs within the district	Considering appeals made by homeless applicants
water inspections - legionnaires	PLANNING & ENVIRONMENT	MEDIUM	2	1	1	Delivery of improved housing needs within the district	Maintaining housing to legal standards
Local Law	PLANNING & ENVIRONMENT	MEDIUM	2	2	2	Delivery of improved housing needs within the district	Online legal advisory service
Private sector housing condition survey	PLANNING & ENVIRONMENT	MEDIUM	7			Delivery of improved housing needs within the district	Surveys to bring Council in line with other local authorities
Rent in advance deposit bond scheme	PLANNING & ENVIRONMENT	MEDIUM	7	5	5	Delivery of improved housing needs within the district	Reduce homelessness
Sanctuary Scheme for domestic violence	PLANNING & ENVIRONMENT	MEDIUM	2	2	2	Delivery of improved housing needs within the district	Providing a safe home for those persons threatened with domestic violence
Updating of the SHMA	PLANNING & ENVIRONMENT	MEDIUM	5	3	3	Delivery of improved housing needs within the district	Ability to perform in a broad range of housing and homelessness indicators.
Homelessness prevention spend to save scheme	PLANNING & ENVIRONMENT	MEDIUM	5	4	4	Delivery of improved housing needs within the district	Council officers to resolve housing difficulties.
Alcohol free zone	CULTURE & COMMUNITY	MEDIUM	2	2	2	Reputation to Council - cannot enforce without signage - customer service	To maintain signage for alcohol free zones
Bandstand prog	CULTURE & COMMUNITY	MEDIUM	6	6	6	Community Events	To reinstate the programme
Xmas lights switch on	CULTURE & COMMUNITY	MEDIUM	8	8	8	Community Events	To reinstate the switch on
Tourism - notice boards	CULTURE & COMMUNITY	MEDIUM	6	6	6	Customer Service	To provide additional tourist information signage in the District
Increase the single status budget	HR & OD	MEDIUM	20	20	20	Improvement	To fund additional external support necessary to implement single status
Building works to csc - Value £15k	E-GOV & CUSTOMER SERVICES	MEDIUM	1	1	1	Customer Service	This cost is the impact of the loss of interest of the Council from the capital project. To fund building works to separate the call centre from the main advisors
Changes to council chamber - Value £6k	LEGAL & DEMOCRATIC	MEDIUM	0	1	1	Improvement and customer service and increase community involvement	This cost is the impact of the loss of interest of the Council from the capital project. To provide enhanced facilities within the Council Chamber and Committee rooms including; visual facilities and accessibility

	SERVICE		2007/08	2008/09	2009/10	DELIVERY OF CORPORATE PRIORITIES	COMMENTS
Lifeline - Value £51k	CULTURE & COMMUNITY	MEDIUM	2	2	2	Improvement and customer service	This cost is the impact of the loss of interest of the Council from the capital project. To provide new lifeline units for use within the district.
TOTAL MEDIUM PRESSURES			123	117	119		
Council Chat Distribution	POLICY & PERFORMANCE	LOW	12	13	14	Delivery and improvement of councils reputation	Make public aware of the Council Chat by using separate delivery method
Democracy Week	POLICY & PERFORMANCE	LOW	?	?	?	Delivery and improvement of councils reputation	Bringing in the interest of younger people
Corporate LAN & CCTV - Value £25k	E-GOV & CUSTOMER SERVICES	LOW	1	2	2	Delivery of improved customer service in the Authority and access for CCTV operatives	This cost is the impact of the loss of interest of the Council from the capital project. To maintain the new Corporate LAN & CCTV system as part of capital project
Corporate LAN & CCTV	E-GOV & CUSTOMER SERVICES	LOW	1	1	1	Delivery of improved customer service in the Authority and access for CCTV operatives	To maintain the new Corporate LAN & CCTV system as part of capital project
Maintenance of Council House	LEGAL & DEMOCRATIC	LOW	8	8	8		To maintain the fabric of the Council House building
Scores on doors	PLANNING & ENVIRONMENT	LOW	5	2	2	Community well being and improve customer service	To provide a "scores on doors" system for restaurants to improve customer information
Bromsgrove Summer Fair	PLANNING & ENVIRONMENT	LOW	1	1	1	Community Activity and Town Centre events	To support the summer fair in the Town Centre
Proposed LAA Housing priority	PLANNING & ENVIRONMENT	LOW	3	3	3		
Passport to Leisure	CULTURE & COMMUNITY	LOW	67	67	67	Increase reputation - customer influence and enhanced access to those who cannot afford facilities.	To support a Passport to Leisure Scheme in the District
PPCG 17	CULTURE & COMMUNITY	LOW	9			Customer Service	To provide for a plan of Leisure areas in the district
Assistant Training & Dev Officer	HR & OD	LOW	19	19	19	Improvement and performance of staff	To provide support for the corporate training officer
Active health partners contract	HR & OD	LOW	31	27	27	Improvement and performance of staff	To join partnership to manage sickness within the Council - should be self funding
Employee assistance programme	HR & OD	LOW	7	7	7	Improvement and performance of staff	To support the staff via a counselling service
Passport to Leisure - Value £24k	CULTURE & COMMUNITY	LOW	1	1	1	Customer Service & Community Well Being	This cost is the impact of the loss of interest of the Council from the capital project. The project will provide for a passport for those eligible within the district to use leisure facilities at a reduced rate
Impact of disability audit (SCOPE) - Value £500k	LEGAL & DEMOCRATIC	LOW	9	9	4	Improvement and customer service and increase community involvement and access - reduce risk of litigation due to non-compliance with DDA	This cost is the impact of the loss of interest of the Council from the capital project. To comply with the SCOPE recommendations in respect of access to all Council buildings in compliance with DDA
TOTAL LOW PRESSURES			174	160	156		
TOTAL ALL PRESSURES			1,732	2,092	2,041		

SAVINGS 2007/08-2009/10

APPENDIX D

	SERVICE DEPT		2007/08 £'000	2008/09 £'000	2009/10 £'000	Total Budget 2007/08	POTENTIAL ASSOCIATED IMPLICATIONS	RISKS TO COUNCIL	ADVERSE IMPACT ON PRIORITIES	ADVERSE IMPACT ON CUSTOMER
RECOMMENDED										
Fund managing in house	FINANCIAL SERVICES	Rec	35	70	70			Risk of income reduction as tactical trading not undertaken in house - skills base too low.	None	None
Car allowances / printing etc	FINANCIAL SERVICES	Rec	10	10	10			Printing & Stationery	None	None
Bailiff vacancy	FINANCIAL SERVICES	Rec	25	25	25			Risk of loss of control of standard quality	None	None
Reduce external legal budget	LEGAL & DEMOCRATIC	Rec	15	15	15		Potential that legal services would not be able to provide the full resource to defend cases brought against the Council.	Impact on front line service delivery as limited advice available and impact on reputation of council. Unable to fully resource planning hearings and enquiries and enforcement actions	Detrimental impact on all priorities as legal would have a reduced ability to provide professional legal support and advice.	Provision of service limited and ability for front line services to meet corporate objectives reduced.
Contract Hire Vehicles	LEGAL & DEMOCRATIC	Rec	3	3	3		Members would have to make their own way to site visits	None	None	None
Chauffeur for Chairmar	LEGAL & DEMOCRATIC	Rec	5	5	5		Chair would have to make own arrangements for travel	None	None	None
Stop refunds at Dolphin CF	STREET SCENE	Rec	56	56	56			Risk to the Dolphin centre income generation and viability of service	Customer Service	Customer Service implications as currently receive refund
Stop bulky household collection or charge more for service	STREET SCENE	Rec	20	20	20			Implemented in 2006/07	Short term impact	Short term impact
Purchase 2 kerbsiders 150k - 88k hire cost	STREET SCENE	Rec	50	50	50			No risk to Council	None	None
Reduction of refuse crew 4 posts, (3 man to 2 man crew, 2 more posts in 2008/09)	STREET SCENE	Rec	100	100	100			Potential risk from operational staff to not accept new terms & conditions	None	None
Reduction of 2 highway posts	STREET SCENE	Rec	50	50	50			No risk - current vacancies	None	None
Reduction of long term sickness	STREET SCENE	Rec	25	25	25			No risk to Council	None	None
Additional charge to County for cutting grass on truck road	STREET SCENE	Rec	10	10	10			County will not fund and will reduce requirement	None	None
win back contract re street cleansing contract from BDH	STREET SCENE	Rec	50	50	50			BDHT will not accept the Councils contract	Community Influence	None
Car Park Charges. Christmas	STREET SCENE	Rec	12	12	12			Reputational risk to the Council. Impact on use of Town Centre	Town Centre - reduction in usage of shopping	Negative press re customer service
Postpone garden waste collection Dec and March 2008 14 weeks	STREET SCENE	Rec	70					Implemented in 2006/07	Short term impact	Negative press re customer service
Charging for car parking around district 321 spaces £5 per week	STREET SCENE	Rec	84	84	84			Short term impact on staff moral. Negative press from customers	Customer Service	Negative press - potential use of car parks & facilities - short term
Co mingle waste	STREET SCENE	Rec			1,000			To be part of wider County Scheme - County may not be able to provide suitable sorting facility for co-mingled waste	None	None
Stop 30 minute charge car parking	STREET SCENE	Rec	?	?	?		None	Potential short term reduction in usage		Change to charges that are liked by the customer - reduced customer choice
Stop all concessionary permits	STREET SCENE	Rec	?	?	?		None	None	None	Negative press - long term
Charging for bonfire	CULTURE & COMMUNITY	Rec	20	20	20		None	None	Reputation - will have negative press & lead to poor opinion of council by public	Customers may not attend the bonfire if have to charge.
Review CCTV operations - to look to increase / share service with external partners- income generation	CULTURE & COMMUNITY	Rec	15	15	15		None	Increase support to external partners with better service	None	None
Review sports development - increase income targets to develop schools within the district	CULTURE & COMMUNITY	Rec	10	10	10		None	Additional support to schools and clubs through services provided	None	None
Lifeline - increase take up / share service	CULTURE & COMMUNITY	Rec	5	5	5		None	Usage may not increase unless Council improves service	None	None
Tourism - savings on marketing	CULTURE & COMMUNITY	Rec	10	10	10		None	Reputational risk - reduction in number of people attending events as not marketed	Impact on community events as not promoted and reputation of Council encouraging tourism in the district.	May not be aware of events and not attend
Delete community activator role	CULTURE & COMMUNITY	Rec	34	34	34		None - post vacant	No risk to Council post vacant	None	None
Reduce subsidy to Ryland Centre	CULTURE & COMMUNITY	Rec	6	6	6		None	Negative press - impact on relationship with County / Risk of contractual obligation	May lead to negative press re relationship with County	None

SAVINGS 2007/08-2009/10

APPENDIX D

SERVICE DEPT			2007/08 £'000	2008/09 £'000	2009/10 £'000	Total Budget 2007/08	POTENTIAL ASSOCIATED IMPLICATIONS	RISKS TO COUNCIL	ADVERSE IMPACT ON PRIORITIES	ADVERSE IMPACT ON CUSTOMER
Income from pendleton re spatia	PLANNING & ENVIRONMENT	Rec				129		Tis reflects an increase an increase to income target - May not be realistic target to achieved - grant scheme may have changed	None	None
Misc Savings	CORPORATE POLICY	rec	22	22		22				
Software hardware etc	E-GOVERNMENT & CUSTOMER SERVICES	Rec	60	60	60			No risk to service delivery	NONE	NONE
Implement desktop printing projec	E-GOVERNMENT & CUSTOMER SERVICES	Rec	60	60	60			No risk to service delivery - savings as a result of implementing desk top printing project	None	None
Alternative methods of delivery - shared /collaborative working	ALL SERVICES	Rec	178	348	373			Potential that scoping exercise may reveal that outsourcing/partnership incurs more costs than internal service delivery	None	Potential improvements to service delivery
TOTAL REC SAVINGS			1,040	1,175	2,329					
LOW SAVINGS										
Reduce subsidy to Artrix	CULTURE & COMMUNITY	Low	120	120	120		Contractual obligation	Risk of contractual obligation	None	none
Close CSC 1/2 day	E-GOVERNMENT & CUSTOMER SERVICES	Low	3	3	3		Rise in debt levels ↑	Reduction in customer service and access for payments - impact on income generation	Not able to deliver improvement on service and Pis as anticipated within Improvement Plan	Deminished service to the public and adverse publicity. Challenge on equality of access
TOTAL LOW SAVINGS			123	123	123					
POSSIBLE SAVINGS										
Reduce training budget	HR & OD	Poss	50	100				Inability to deliver improvement as identified. Management capacity & capability. Failure to secure IIP accreditation. Undermines the Bromsgrove Way. Significant impact on moral and reputation as employer.		
Stop Green waste / or charge	STREET SCENE	Poss	350	500				Negative press from customers. If cancelled then impact on environmen	May impact on cleanliness of district - fly tipping	Negative press / environmental impact / charge will impact on families on low income
Review service delivery over a number of service:	ALL SERVICES	Poss	231	231	231			Potential that scoping exercise may reveal that outsourcing/partnership incurs more costs than internal service delivery	None	Potential improvements to service delivery
TOTAL POSSIBLE SAVINGS			631	831	231					
TOTAL SAVINGS			1,794	2,129	2,683					

Schemes by Department	Revised Budget & Additions 2006-07 £	Financing Budget & Additions 2006/07 (See Key)	Original Budget 2007-08 £	Latest Estimate 2008-09 £	Latest Estimate 2009-10 £	Future Years £	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	Briefly How Scheme Achieves Corporate Objectives & Priorities
NEW SCHEME BIDS									
GENERAL CAPITAL RECEIPTS									
Legal & Democratic Services									
Case Management System			14,000				Capital Receipts (1)	Provide a solution for managing legal case loads and increase capacity for operating shared service arrangements. Increase workload within existing SLA with external customer. In turn this would enable the department to investigate further opportunities for the delivery of the service to third parties.	KEY SERVICE OBJECTIVE <i>Improvement:</i> Develop SLA with Largest SRL in the District. Enable Council to bid for shared service. More efficient use of resources. More professional and e compliant service internally and externally.
Alterations to Council Buildings in compliance with DDA			500,000				Capital Receipts (1)	Enable the Council to deliver structural and other alterations to council buildings over a 3 year period as required by DDA and following the review of accessibility by SCOPE.	KEY SERVICE OBJECTIVE <i>Sense of Community & Well Being:</i> To ensure accessibility to all Council services in accordance with inclusive equalities. <i>Improvement</i> Council reputation will suffer and failure to deliver equality and diversity targets, if the improvements aren't made.
Improvements to Meeting Rooms			6,000				Capital Receipts (1)	Alterations and improvements to audio and visual facilities in the council chamber, Committee and Conference Rooms. This project will deliver improved facilities for elected members and officers. It will expand the use of the rooms and enable the Council to meet its requirements in respect of accessibility and diversity.	KEY SERVICE OBJECTIVE <i>Sense of Community & Well Being:</i> Public accessibility increased. Community Involvement will be enhanced. More effective and transparent decision making process.
E-Government & Customer Services									
Connecting C.C.T.V Centre to corporate network			25,000				Capital Receipts (1)	The installation of a fibre link to the C.C.T.V centre will enable staff to raise calls related to any incidents immediately and respond to requests online. In addition it would enable all ICT policies to be deployed to the C.C.T.V centre, e.g. ICT security policy, internet access.	KEY SERVICE OBJECTIVE <i>Improvement</i> The provision of a more robust and secure network for the C.C.T.V centre.
Refining Customer Service Environment at the Customer Service Centre			15,000				Capital Receipts (1)	To provide a more permanent screen between the public environment of the customer service area and the telephone customer contact area. To create a wall area within the central part of the service centre that will act as a display area allowing key council documents to be displayed in a professional manner and is easily accessed by customers.	KEY SERVICE OBJECTIVE <i>Improvement</i> Priority 8- Easier access to printed information - customers in the CSC would be able to find relevant leaflets more easily as they would be displayed properly. This would help towards improving our customers perception of the Council. Priority 10- Separating the telephone area from the open public area would improve privacy when dealing with calls and reduce noise in the public area.
Replacement of desktop print fleet at the Council House and Depot			75,000				Capital Receipts (1)	Review of existing print fleet and facilities within the Council House and Depot by NRG, Danwood Group and Xerox under the OGC buying solutions compliant framework contract. Report and proposals for multifunctional devices received from all three companies and NRG selected a preferred bidder based on commercial evaluation of the 3 proposals submitted.	KEY SERVICE OBJECTIVE <i>Environment</i> Significant paper use reduction <i>Improvement</i> Better value for money- Council perceived to be prepared to challenge existing practices and arrangements to achieve cost, efficiency and paper (environmental) savings. The quality of the printed output would be improved. This would help towards improving our customers perception of the council.

Schemes by Department	Revised Budget & Additions 2006-07 £	Financing Budget & Additions 2006/07 (See Key)	Original Budget 2007-08 £	Latest Estimate 2008-09 £	Latest Estimate 2009-10 £	Future Years £	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	Briefly How Scheme Achieves Corporate Objectives & Priorities
Provision of Corporate Intranet solution			15,000				Capital Receipts (1)	Provide a solution for developing a corporate Intranet Solution. The Intranet should be the single repository of all corporate information and should be accessible by all staff. Information regarding all internal corporate matters should be held on the Intranet which should be easy to use and structured around national data management standards.	KEY SERVICE OBJECTIVE <i>Improvement</i> Priority 10- Better access to corporate information- Staff will have one location to find corporate data. This will improve the quality and accuracy of information used and reduce the amount of time taken to find information.
Provision of a Queue Management system at the CSC			30,000				Capital Receipts (1)	Provide a solution for managing customer flow within the Customer Service Centre and in particular the disparate queue that forms in the area in front of the service desks. Provide customers with information regarding where they should wait, their position in the queue and which service desk they should attend.	KEY SERVICE OBJECTIVE <i>Improvement</i> Priority 8- Better customer service. Customers in the CSC would be dealt with in a more effective way. This would help towards improving our customers perception of the Council. Priority 10- This system will enable the production of statistics about CSC usage and peak times. This information could be used to manage staff rotas and back office availability.
Provision of network link to Shop Mobility			25,000				Capital Receipts (1)	To provide a fast and robust network link to the Shop Mobility office to enable staff to carry out all of the tasks from this one location. To enable all ICT policies to be implemented e.g. Security policy, Network access policy.	KEY SERVICE OBJECTIVE <i>Improvement</i> Priority 10 - The provision of a more robust and secure network for the Shopmobility Centre.
Policy and Performance									
Customer Feedback System (Complaints)			20,000				Capital Receipts (1)	As per Cabinet Report (Dec 2006) the system (software and server) will enable us to properly manage, track and respond to complaints. We currently do not know how many complaints come into the Council. We know for the Depot and CEO alone the figure was 750 complaints for 2006/07, so we could assume that there are over 1000 complaints coming in annually. The purchase of such a system is consistent with our Improvement Plan and the Customer first Strategy.	KEY SERVICE OBJECTIVE Ensure that complaints are managed and dealt with properly. <i>Improvement</i> This is a specific approved action with the Improvement Plan.
Street Scene & Waste Management Services									
Vehicle Replacement Programme			927,000	365,000	479,000	3,015,500	Capital Receipts (1)	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.	KEY SERVICE OBJECTIVE <i>Regeneration</i> To provide a cleaner and more attractive town centre. <i>Environment</i> To provide a cleaner and more attractive District and to reduce the environmental impact of old and polluting vehicles. <i>Improvement</i> To provide a reliable and consistent service for all residents. To ensure the services continue to improve in line with BVP1's.
Planning & Environmental Services									

Schemes by Department	Revised Budget & Additions 2006-07 £	Financing Budget & Additions 2006/07 (See Key)	Original Budget 2007-08 £	Latest Estimate 2008-09 £	Latest Estimate 2009-10 £	Future Years £	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	Briefly How Scheme Achieves Corporate Objectives & Priorities
"Scores on the Doors" on-line publication of food hygiene inspection results			4,000				Capital Receipts (1)	At present the publication of food hygiene inspection results is a "hot topic." It allows consumers to see how good food hygiene is at businesses, before they eat. Until recently this information could not be given out to consumers. The introduction of the Freedom of Information Act 2000 has changed this, and indeed the Department regularly receives requests for the disclosure of inspection results. The results of these inspections can now be released, giving the council the opportunity to make informed decisions when deciding where they want to eat. The scores would be published in the Council's website, allowing customers to quickly see what the standard of hygiene is like.	KEY SERVICE OBJECTIVE <i>Regeneration</i> Linked to Town Centre regeneration. Increase in customers and greater profitability for businesses with good hygiene standards. <i>Sense of Community & Well Being</i> Reductions in food-borne poisoning in the community as businesses strive to achieve a high hygiene score. This is linked to the public health aspect of wellbeing contained within the Council objectives. Community empowered to make informed choices about where they eat. Similar schemes adopted by local authorities have been shown to improve hygiene standards for the benefit and well-being of the community.
Grants to RSL's - Shared Ownership and Low Cost Affordable Housing Schemes			22,000				Capital Receipts (1)	Grants to RSL's to support and subsidise the provision of Affordable Housing Development in the form of Shared Ownership or Low cost tenures. Where schemes are not forthcoming due to land supply issues, the funding can be utilised to fund Do It Yourself Shared Ownership (DIYSO) or Home Buy Schemes where applicants identify a home on the open market and apply to either part purchase through an RSL or buy at 75% of market value on an equity resale scheme.	KEY SERVICE OBJECTIVE <i>Regeneration</i> Priority 3- (Housing)- Assisting in the balancing of the Housing market, achieving additional affordable housing units, helping address the needs of the homeless, key to addressing 3 of the 4 priorities in the Council's Housing strategy. <i>Environment</i> Priority 5 (Planning)- Helping towards a more balanced housing market. <i>Sense of Community & Wellbeing</i> Enabling mixed tenure housing, offering choice in where people live, which in turn promoted more sustainable communities. Improved housing and health issues. <i>Improvement</i> Priority 10 (performance) - Improving performance against targets to provide more affordable housing - Target 80 pa. Improved customer choice and satisfaction.
Culture & Community Services									
Replacement of CCTV Equipment				400,000	100,000	79,000	Capital Receipts (1)	Replacement of 26 CCTV cameras and domes in Bromsgrove Town Centre. Replacement of 19 CCTV cameras in Town Centre, Alvechurch, Barnt Green, Hagley, Rubery & Sanders Park. Future proof CCTV Control Room. New monitor wall, display systems and interior building works.	
Passport to Leisure			24,000				Capital Receipts (1)		
Lifeline			51,000				Capital Receipts (1)		
Battlefield Brook			10,000				Capital Receipts (1)		
	0		1,763,000	765,000	579,000	3,094,500			

Schemes by Department	Revised Budget & Additions 2006-07 £	Financing Budget & Additions 2006/07 (See Key)	Original Budget 2007-08 £	Latest Estimate 2008-09 £	Latest Estimate 2009-10 £	Future Years £	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	Briefly How Scheme Achieves Corporate Objectives & Priorities
SUPPORT SERVICES RECHARGES TO CAPITAL (To be recharged over all schemes in 2007/08 & later year schemes)	0		100,000	100,000	100,000		Capital Receipts (1)		
SUB-TOTAL CAPITAL RECEIPTS	0		1,863,000	865,000	679,000	3,094,500			
SECTION 106									
Planning & Environmental Services									
Grants to RSL's - Affordable Housing Rented Schemes			250,000				S106 Affordable Housing (3A)	Grants to RSL's to support and subsidise the provision of Affordable Housing. Development in the form of rented tenure.	<p>KEY SERVICE OBJECTIVE</p> <p><i>Regeneration</i> Priority 3 (Housing)- Assisting in the balancing of the Housing market, achieving additional affordable housing units, helping address the needs of the homeless, key to addressing 3 of the 4 priorities in the Council's Housing strategy.</p> <p><i>Environment</i> Priority 5 (Planning)- Helping towards a more balanced housing market.</p> <p><i>Sense of Community & Wellbeing</i> Enabling mixed tenure housing, offering choice in where people live, which in turn promoted more sustainable communities. Improved housing and health issues.</p> <p><i>Improvement</i> Priority 10 (performance) - Improving performance against targets to provide more affordable housing - Target 80 pa. Improved customer choice and satisfaction.</p>
SUB-TOTAL S106	0		250,000	0	0	0			
GOVERNMENT GRANTS									
SUB-TOTAL GOVERNMENT GRANTS	0		0	0	0	0			
INVEST-TO-SAVE									

Schemes by Department	Revised Budget & Additions 2006-07 £	Financing Budget & Additions 2006/07 (See Key)	Original Budget 2007-08 £	Latest Estimate 2008-09 £	Latest Estimate 2009-10 £	Future Years £	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	Briefly How Scheme Achieves Corporate Objectives & Priorities
SUB-TOTAL INVEST-TO-SAVE	0		0	0	0	0			
TOTAL NEW SCHEMES	0		2,113,000	865,000	679,000	3,094,500			

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6th December 2006

Council Tax Base Calculation 2007 - 2008

Responsible Portfolio Holder	Councillor Mrs M. M. T. Taylor
Responsible Head of Service	Head of Financial Services

1. SUMMARY

- 1.1 The Local Authority (Calculation of Council Tax Base) Regulations require the Council to determine its Council Tax Base for the coming financial year and to notify precepting authorities of the outcome between 1st December and 31st January in the preceding financial year.

For the financial year 2007 – 08 the Council Tax base is estimated at 35,939.18 Band D equivalents when applying a 99% collection rate.

2. RECOMMENDATION

It is recommended that in accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992, the Council's Tax base for 2007- 08, assuming a collection rate of 99.00%, is calculated at 35,939.18 for the area as a whole. Individual parishes are shown at **Appendix 1** of this report.

3. BACKGROUND

- 3.1 The Local Authority (Calculation of Council Tax Base) Regulations require the Council to determine its Council Tax Base for the coming financial year and to notify precepting authorities of the outcome between 1st December and 31st January in the preceding financial year. This is done by parish and the information is used to calculate the Council Tax bills each March for the following financial year.

When determining the Council Tax Base, Councils are required to estimate the proportion of the tax to be collected in the coming year after making allowances for banding changes, exemptions, discounts, new properties and losses on collection. For 2007- 08, a collection rate of 99.00% is expected. When applied to the estimated Council Tax Base of 36,302.20 Band D equivalents, it results in a 'net' figure of 35,939.18.

In addition, it is necessary to calculate the Council Tax Base, expressed as Band D equivalents, for the area as a whole and for individual parish areas. This information is shown at **Appendix 1**.

3.2 This is a statutory requirement and no consultation is required.

4. FINANCIAL IMPLICATIONS

4.1 This forms the basis of the calculation of Council Tax for the new financial year.

5. LEGAL IMPLICATIONS

5.1 Publishing the Council Tax Base between 1st December and 31st January in the preceding financial year is a legal requirement.

6. CORPORATE OBJECTIVES

6.1 Collection of Council Tax underpins the corporate objectives of the Council.

7. RISK MANAGEMENT

7.1 There are no risk management issues.

8. CUSTOMER IMPLICATIONS

8.1 The Council Tax Base forms the basis of the calculation of Council Tax for 2007-2008. These bills will be sent out in March 2007.

9. OTHER IMPLICATIONS

Procurement Issues - None
Personnel Implications - None
Governance/Performance Management - None
Community Safety including Section 17 of Crime and Disorder Act 1998 - None
Policy - None
Environmental - None
Equalities and Diversity - None

10. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Acting Chief Executive	No
Corporate Director (Services)	No
Assistant Chief Executive	No
Head of Service	Yes
Head of Financial Services	Yes
Head of Legal & Democratic Services	No
Head of Organisational Development & HR	Yes
Corporate Procurement Team	No

11. APPENDICES

Appendix 1 Council Tax Base Calculation for 2007-2008.

12. BACKGROUND PAPERS

Local Authorities (Calculation of Tax Base) Regulations 1992

CONTACT OFFICER

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Council Tax Base Calculation

The Council Tax Base calculation for each parish is detailed below (Band D equivalents).

Parish Name	Gross	Net (99.00%)
Alvechurch	2,256.10	2,233.54
Barnt Green	922.70	913.47
Belbroughton	1,192.30	1,180.38
Bentley Pauncefoot	188.70	186.81
Beoley	465.30	460.65
Bourneheath	215.10	212.95
Catshill & Marlbrook	2,404.10	2,380.06
Clent	1,208.60	1,196.51
Cofton Hackett	742.80	735.37
Dodford with Grafton	392.90	388.97
Finstall	275.30	272.55
Frankley	52.60	52.07
Hagley	2,126.50	2,105.24
Hunnington	245.90	243.44
Lickey and Blackwell	2,089.70	2,068.80
Lickey End	1112.30	1101.18
Romsley	704.90	697.85
Stoke Prior	1,748.30	1,730.82
Tutnall and Cobley	352.30	348.78
Wythall	4,832.00	4,783.68
Urban	12,773.80	12,646.06
TOTALS	36,302.20	35,939.18

BROMSGROVE DISTRICT COUNCIL

06 DECEMBER 2006

EXECUTIVE CABINET

IMPROVEMENT PLAN AND EXCEPTION REPORT SEPTEMBER 2006

Responsible Portfolio Holder	Councillor Roger Hollingsworth Leader of the Council
Responsible Head of Service	Hugh Bennett Assistant Chief Executive

1. SUMMARY

- 1.1 To report to the Cabinet to ask them to consider the attached updated Exception Report and Improvement Plan Report September 2006

2. RECOMMENDATION

- 2.1 That the Cabinet consider the corrective action being taken
- 2.2 That the Cabinet note that 94% of the Improvement Plan is on target or only one month behind

3. BACKGROUND






- 3.1 The Council overhauled its Recovery Plan in July 2006 in order to give the plan a more outward focus e.g. performance indicators, customer issues, strategic priorities etc. The new plan, renamed the Improvement Plan, was agreed by Cabinet on 2nd August 2006

4. PROGRESS IN SEPTEMBER 2006

- 4.1 Overall performance as at the end of quarter 2 (30th September 2006) is as follows:-

September 2006			August 2006		
RED	9	6%	RED	11	9.2%
AMBER	46	29%	AMBER	30	25.2
GREEN	103	65%	GREEN	78	65.5

Where:-

	On Target
	Less than one month behind target
	Over one month behind target
	Original date of planned action
	Re-programmed date.

4.2 An Exception Report detailing corporate actions being under taken for red and amber tasks, is attached at **Appendix 1**.

4.2 The full Improvement Plan is attached as **Appendix 2**. Red actions are those more than one month behind schedule .Amber actions are less than one month behind schedule. Grey blocks denote actions not yet started and hatched blocks denote that the task has been re-programmed.

5. FINANCIAL IMPLICATIONS

4.1 No financial implications

5. LEGAL IMPLICATIONS

5.1 No Legal Implications

6. CORPORATE OBJECTIVES

6.1 The Improvement Plan relates to all of the Council's four objectives and 10 priorities as approved on the 19th September Full Council.

7. RISK MANAGEMENT

7.1 The risks associated with the Improvement Plan are covered in the corporate and departmental risk registers.

8. CUSTOMER IMPLICATIONS

8.1 The Improvement Plan is concerned with strategic and operational issues that will impact on the customer.

9. OTHER IMPLICATIONS

Procurement Issues: Delivery of the Improvement Plan involves various procurement exercises.
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Personnel Implications: See Section 18 of the Improvement Plan.
Governance/Performance Management: See Section 4 of the Improvement Plan.
Community Safety including Section 17 of Crime and Disorder Act 1998: See sections 12.2 and 12.3
Policy: See Section 4 of the Improvement Plan.
Environmental: See Section 8 of the Improvement Plan.
Equalities and Diversity: See Section 3 of Improvement Plan.

10. **OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	Yes
Acting Chief Executive	Yes
Corporate Director (Services)	Yes
Assistant Chief Executive	Yes
Head of Service <i>(i.e. your own HoS)</i>	Yes
Head of Financial Services <i>(<u>must</u> approve Financial Implications before report submitted to Leader's Group)</i>	Yes
Head of Legal & Democratic Services <i>(for approval of any significant Legal Implications)</i>	Yes
Head of Organisational Development & HR <i>(for approval of any significant HR Implications)</i>	Yes
Corporate Procurement Team <i>(for approval of any procurement implications)</i>	<u>No</u>

11. APPENDICES

Appendix 1 Improvement Plan Exception Report September 2006

Appendix 2 Improvement Plan September 2006

12. BACKGROUND PAPERS

Cabinet Report for approval of new Improvement Plan August 2nd 2006

CONTACT OFFICER

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Improvement Plan Exception Report September 2006

1. Improved image and perception of the Council					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
1.3.1	Establish Accurate information on workforce profile sending out pro-forma asking for verification /identification of missing information.		Questionnaires sent out to all employees in July. 60 outstanding, which are being chased through HoS and through the Connect employee newsletter.	JP	31 Oct.06
1.3.2	Start analysing recruitment and HR data on equal opportunities information.		Started recording data in January 2006. Evaluation and analysis to commence with effect from October 2006.	JP	31 Oct.06
1.3.3	Agree and adopt new corporate employer advertising style		Branding style agreed in principle, subject to further information on cost implications. Final sign off to be given at CMT on 10 th October.	JP	31 Oct.06
1.3.5	New application form for recruitment – removal of personal information.		New application form will be live from October 2006.	JP	31 Oct.06
1.4.3	Appoint Communications Manager.		Interview date 6 th November	HB	06 Nov.06
1.4.6	Press Officer to have monthly one to ones with each HoS.		These have not taken place due to other pressures. Rescheduled for when Communications Manager is in post	HB	31 Jan.07

Ref	September Action	Colour	Corrective Action	Who	Revised Date
1.5.2	Draft Style Guide and review completed.		I&DEA require more time. Re-programmed for mid-November. Would not be able to action properly until Communications and Customer First Manager in post.	HB	15 Nov.06
1.5.3	Agree Brand actions with CMT.		I&DEA behind schedule. See 1.5.2.	HB	15 Nov.06
1.5.4	Agree Style Guide with Leader.		I&DEA behind schedule. See 1.5.2.	HB	31 Dec.06
1.5.5	Further actions are dependent on outcome of review.		I&DEA behind schedule. See 1.5.2.	HB	31 Dec.06

2. Effective risk managed communications and consultation					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
2.2.3	Launch new Vision.		Vision poster in draft. Needs to be printed and distributed. Now linked to tidy up of all notice boards. Testing an approach in November with roll out in December.	HB	31 Dec.06

4. Clear strategic direction for Council developed					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
4.2.3	Agree Council Plan with CMT.		Re-programmed to integrate with MTFS	HB	31 Jan.06
4.3.2	Feedback to partners on results of away day		Leader and ACEO have met with key partners. The agreement of the Council Plan has been re-programmed to February, on the advice of the Improvement Director, in order to tie in with the budget. It would be more appropriate to feed back to partners once decisions have been taken.	KD	31 Mar. 06
4.3.4	LSP Stakeholder Forum.		Now planned for 8th November 2006. Over 100 attendees.	HB	08 Nov.06

5. Progress towards tangible outcomes from partnership working					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
5.4.2	LSP Stakeholder event meeting invites sent out.		September and October were already too crowded with events which included the voluntary sector, so it was agreed to hold the event on 08 November. Over 100 people are expected.	HB	08 Nov.06
5.4.3	LSP Stakeholder Meeting takes place.		No available dates. Meeting scheduled 8th Nov 2006	HB	08 Nov.06

6. Public feel involved in democratic process and able to influence decision-making about what is happening in their neighbourhood.					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
6.1.1	Agree approach to neighbourhood management with partners.		Different approach planned Report to be tabled as options Paper at 30 th November Board meeting. On target for this date.	HB	30 Nov.06
6.2.1	Report from Police to LSP Board on future funding and administration.		Police unable to produce for September meeting. Re-programmed with Police for November meeting of LSP Board.	HB	30 Nov.06

7. Improve Customer and Performance Culture of Council					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
7.2.3	Review of PDR forms & Process		Drafts completed. Consultation date closed on 27 October.	JP	30 Nov.06
7.2.4	Implementation of new PDR forms and process effective from next annual appraisal year.		PDR timetable put back to fit in better with business and budget timetable.	JP	30 Apr.06
7.3.1	Appoint Corporate Policy and Performance Officer.		Two appointments made. One subsequently declined the offer. An interim appointment has now been made until 31 March 2007.	HB	06 Nov.06

Ref	September Action	Colour	Corrective Action	Who	Revised Date
7.6.2	LSP Board receives second progress reports and PI information every two months.		The LSP Board met on the 29 September and received project progress reports on its priorities. Clarification has been sought from GOWM about PI reporting due to concerns from the Council's partners about double reporting. A limited number of performance indicators will be reported at the November Board meeting.	HB	30 Nov.06
7.6.3	LSP Board receives annual report that is reported into PMB.		In draft. The officer responsible for supporting the LSP was taken away from this work to provide support on the Improvement Plan and PI reporting. This officer has now been switched backed to the LSP.	HB	30 Nov.06
7.7.1	Team Award Scheme agreed by CMT		Delayed, but now live.	HB	03 Nov.06
7.7.2	Monthly award scheme up and running.		See above.	HB	03 Nov.06
7.7.3	Customer First posters agreed and displayed.		Approved waiting for three other types of poster to be printed then all will be launched in December.	HB	31 Dec.06

8. Re –development of Bromsgrove Town Centre					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
8.1.1	Identification of consultants to support town centre development.		Tendering has been extended to the 04 October.	PS	04 Oct.06
8.1.2	Carry out issues and options analysis		Clarification was required on procurement rules and whether council needed to re-tender.	PS/ DH/ MD	04 Oct.06

9. Re Development of Longbridge Site					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
9.1.2	Submit Preferred options document.		The consultation date is not controlled by the Council alone. The Issues and Options Report is not out for consultation. The closing date is mid-November.	PS/DH/MD	17 Nov.06

12. Achieve Suitable Inspection Score for Cultural Services, improve Council's approach to Community Safety, in particular, domestic violence and reporting of racial incidents.					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
12.1.4	Commence work towards achieving an E Excellent Service [TAES.]		Some initial work commenced re the preparation of the scope of the self-assessment. Second meeting is arranged for 15 November.	JG	15 Nov.06
12.1.5	Draft position statement Produced.		Due to the current management capacity issues and external consultant appointed to write the self assessment for November.	PS	09 Nov.06
12.1.6	Gap Analysis carried out related to KLOE12.2.1.		External consultant to be appointed to write the self assessment. Re-programmed for to December.	PS	30 Dec 06
12.2.1	Develop an action plan (for domestic violence) to review and assess needs. Will be developed annually to assess needs and highlight BVPI that needs to be addressed.		Focus group and self assessment to be undertaken this year, with action plan resulting from this work for 2007/08.	PS	30 Nov.06

14. Improved Access to Services Electronically					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
14.1.5	Launch new web site.		Due to ICT and departmental staffing pressures a new launch date of 31 st October 2006 has been set.	DP	31 Oct.06
14.2.3	Develop new website to provide improved access to services and transactions.		The web site is being redesigned for launch on Oct 31 st 2006. Improved transactional services will also be provided as part of the new site.	DP	31 Oct.06
14.2.4	Deliver data element of the Spatial project to cleanse Council data and to enable the development of more integrated back office systems.		The Spatial contract has been signed and work has started to plan the roll out of the project. First cuts of data have been extracted for testing To be completed by 31 December.	DP	31 Dec. 06
14.3.2	Continue to develop new web site to provide electronic access to high usage user.		Web site content will be further developed after the launch of the new site to provide additional self serve options for our customers. To be completed by 30 November 2006.	DP	30 Nov. 06
14.3.3	Deliver more online services inline with the priority outcomes for e-government.		More transactional services will be added to the new website after the launch in October. To be completed by 30 Nov.06.	DP	30 Nov. 06

15. Reduction in Number of Complaints					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
15.1.3	Purchase and install system		System will be purchased after completion of demos and comparison against scope has been made. Dependant on input from ACE for completion of 15.1.2&15.1.3.	DP/HB	30 Sep.06
15.2.1	Establish baseline from which to measure trend		Information gathering underway to establish a baseline. To be completed by 30 th November Reliant on input from other service area.	DP	30 Nov.06
15.2.2	Develop complaint handling procedure		A draft procedure is being developed in consultation with staff. To be completed by 30 November 2006.	DP	30 Nov.06
15.2.3	Use new complaints system to provide monitoring data		Monitoring data will be generated when a new system is installed.	DP	30 Jan.07

17. Improved Customer Service – Whole Council					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
17.3.1	Introduce letter answering guidelines.		Guidelines to be introduced in the complaints handling procedure. Agreed complaints policy Letter guidelines to be agreed as part of training in November requires input from ACE.	DP	30 Nov.06
17.3.2	Introduce method of monitoring letter answering and produce stats to support process.		Monitoring will be undertaken as part of the complaints handling system This will start once the programme has been installed.	DP	31 Dec. 06

17. Improved Governance					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
18.1.2	Group leaders to undertake 1:1 interviews with Councillors for training needs analysis.		Revised TNA methodology agreed new set and back on track in October	JP	31 Oct.06
18.1.5	Commence implementation of training programme		Modern Councillor Programme to be launched at November Full Council.	JP	November Full Council

19. Suitably Skilled Workforce					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
19.1.5	Develop succession planning policy		Re-programmed due to capacity issues.	JP	31 Jan.06
19.2.3	Implement actions from staff survey from staff survey.		Some actions have been implemented, but not all	JP	Ongoing
19.3.2	Develop workforce plan.		Needs to be re-programmed, in order to create capacity for managers.	JP	New date to be set.
19.3.3	Develop capability plan.		Complete subject to training CMT and unions consulted on proposed policy Some minor amendments arising from consultation process Policy expected to be agreed September training.	JP/LS	30 Sept. 2006
19.3.4	Implement capability policy launch and training		Training pencilled in for t early in the New year but no budget for it! Overload of training for managers this activity was not in the original plan Decisions needed to be made to determine priorities	JP	Date required

20. Improved Performance in Key HR Measures					
20.1.5	Adopt new sickness absence policy		Out to consultation and re-programmed to allow more time for unions.	JP	30 Sept. 2006

21. Improved Financial Management and Improved Services					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
21.1.9	Kloe 2 Financial Management Develop cash flow forecasts		Cash flow delayed D due to audit of accounts and financial monitoring reports to be commenced in October	JP	31 Oct. 2006
21.2.5	Percentage of cases for which the calculation of the amount of benefit due is correct PM6 – 98%-99%.		Management have increased the number of checks to 25% that they make on the claims process and have noticed an improvement this will not be verified until the figures are received from the DWP at the end of October The staff have weekly team meetings where performance and any training issues are discussed.	JP	Nov. 06 to report information from DWP relating to April September accuracy.
21.2.7	PM7 HB overpayments – amount recovered during the period as % total amount of HB overpayments during period 79% *Text size amended to accommodate necessary explanation JLP		The recovered overpayments to target show poor performance on recovery to September. Due to the inability to identify the overpayments. The introduction a new post means overpayments are now being regularly reviewed. All unrecoverable old debt is being considered for suitability for write off. This exercise will help to improve the recovery rates for 79bii because at the moment it is being compared against old debt keeping the percentage lower if the debt brought forward is made up of 'live' cases there is a possibility of recovering the debt. A policy document is being developed to ensure that the procedure for processing write offs is agreed and approved and there is a framework to follow to ensure a consistent approach.	JLP	?

Ref	September Action	Colour	Corrective Action	Who	Revised Date
21.2.8	PM8 – amount of HB overpayments recovered during period as total amount of HB debt at end of period Testing of system to enable reports to be run to establish PI.		Actual September to date 16.64% see above for reason Target is	JP	As above
21.2.12	Number of claimant visited PM12 91%-100% Team fully staffed to meet targets.		Actual target for Sept. 98 against target of 129 One element of this has been the holiday period. In addition the fraud manager will investigate the validity of achieving target.	AB JLP	30 Nov 2006

Improvement Plan –September update Appendix 2

Corporate & External Improvements					
1.	Expected Outcome	Improved Image/Perception of the Council			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
1.1	Upward trend in public perception from baseline set through first wave of surveys (satisfaction survey).	Implementation of customer measures through a new outsourced customer panel, with two waves of surveying complete	31 December 2006 (Wave1) 30 September 2007 (Wave 2)	HB	Budget in place for Customer Panel and staff training.
1.2	Ensure regular consultation with the public on key decisions for the Council.	Establish customer panel. Consultation Policy and Guidance for managers to support use of Panel (including views of young people)	31 July 2006. 31 August 2006.	HB	Budget in place for Customer Panel and staff training. Policy in draft.
1.3	Increase the % of employees from minority ethnic communities (BV17a)	Conduct survey of staff (asking staff to fill in gaps in information and analyse through payroll system). New advertising brand to be developed to promote the Council as a modern, open employer thereby attracting more diverse applicants. Production and analysis of recruitment statistics collected. Ongoing training on equal opportunities and recruitment procedures	31 August 2006 31 August 2006 31 August 2006 Ongoing	JP JP JP JP	Head of HR & OD Senior HR Advisor All Managers All staff To be funded from services Head of HR&OD Senior HR Advisor Recruitment/Advertising Agency - to be funded from services CMT To be funded from training budget

Improvement Plan –September update Appendix 2

1.4	Increase the percentage of positive articles in the local press.	<p>Develop a more pro-active approach to media coverage and positive relationship with the local media</p> <p>Improved service delivery to reduce negative stories.</p> <p>Identify and celebrate success</p>	<p>30 November 2006</p> <p>See rest of Improvement Plan.</p> <p>On-going.</p>	<p>HB</p> <p>CMT</p> <p>HB</p>	<p>Appoint new Communications Manager.</p> <p>See rest of Improvement Plan.</p> <p>Appoint new Communications Manager</p>
1.5	Modernise Council brand	Undertake a review of the Council's marketing, graphic design and reprographics function and develop brand.	30 September 2006	HB	Potential creation of Graphics / Marketing Team dependent on review by I&DeA

Progress Update

The contract for the Customer Panel has been awarded to SNAP Surveys. The JD for the Communications Manager has been finalised and the advert went out in September. Consultation Policy and Guidance produced and agreed by Leader's Group. Seven focus groups planned before Christmas (two on the budget and five on customer standards). I&DeA are producing a style guide for the end of September and have been meeting Members and officers as part of this work. The report has been received from the I&DEA , but the Style Guide is not expected now until mid November



Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
1.1	Public Perception														
1.1.1	Award Customer Panel contract.	HB													Contract awarded and action plan developed for delivery
1.1.2	Agree focus groups for development of customer standards.	HB													Planned for October and agreed locations with Cabinet
1.1.3	Undertake focus groups.	HB													Customer focus groups to be undertaken in October with budget ones planned for November
1.1.4	Develop questions for first Panel survey.	HB													Questions to be developed after the focus groups
1.1.5	Undertake survey.	HB													Survey now planned fro January
1.1.6	Feedback results.	HB													Re-programmed as a result of above.
1.1.7	Repeat survey.	HB													Re-programmed as a result of above.
1.2	Regular consultation														
1.2.1	Award Customer Panel Contract.	HB													Awarded

Improvement Plan –September update Appendix 2

Ref	Action	Lead													Corrective Action
			Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	
1.2.2	Agree Consultation Guidance for managers.	HB													Agreed with Leaders Group in September
1.2.3	Re-fresh Department's Consultation Plans for next 6 months.	HB													Not required as work programmed for panel agreed
1.2.4	Link requirements to Customer Panel.	HB													See above
1.2.5	Undertake consultations as required.	HB													Consultations organised for November.
1.2.6	Departments develop 2007/08 consultation plans.	HB													
1.2.7	Work with contractor to enable 2007/08 consultation plans.	HB													
1.3	% workforce BME														
1.3.1	Establish accurate information on workforce profile by sending out pro-forma asking for verification/ identification of missing information	JP													<p>Questionnaire sent out to all employees in July.</p> <p>264 returned by end of September 06. Approximately 60 outstanding.</p> <p>Outstanding forms being chased through the relevant Heads of Service, and via "Connect", the employee newsletter.</p>




Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
1.3.2	Start analysing recruitment/HR data on equal opportunities information	JP													Started recording data in January 2006. Evaluation and analysis to commence with effect from October 2006.
1.3.3	Agree and adopt new corporate employer advertising style	JP													Branding style agreed in principle, subject to further information on cost implications. Final sign off to be given at CMT on 10 th October.
1.3.4	Run equal ops training programme on an ongoing basis.	JP													On-target.
1.3.5	New application form for recruitment – removal of personal information	JP													New application form will be live from October 2006.
1.4	Positive Press Articles														
1.4.1	Agree Job description for Communications Manager.	HB													Agreed
1.4.2	Advertise post. for Communications Manager.	HB													Post advertised closing date 23 rd October
1.4.3	Appoint Communications Manager.	HB													Interview date 6 th November
1.4.4	Manager starts.	HB													Date to be confirmed on appointment

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
1.4.5	More pro-active approach developed by manager.	HB													To be develop once In post
1.4.6	Press Officer to have monthly one to ones with each HoS.	HB													These have not taken place due to other pressures. Rescheduled for when Communications Manager is in post
1.4.7	Press to be a standing item on weekly SMT agenda.	HB													Issues have been identified, but difficulties in influencing the press. Despite this 82% of press coverage is positive
1.4.8	ACE to meet with Press Officer every Monday.	MP													Meeting in dairy, but not used due to no major issues arising
1.5	Brand														
1.5.1	I&DeA complete interviews with staff.	HB													Complete
1.5.2	Draft Style Guide and review completed.	HB													I&DEA require more time. Re-programmed for mid-November
1.5.3	Agree actions with CMT.	HB													I&DEA behind schedule
1.5.4	Agree Style Guide with Leader.	HB													I&DEA behind schedule
1.5.5	Further actions are dependent on outcome of review.	HB													See above

Improvement Plan –September update Appendix 2

Corporate & External Improvements					
2.	Expected Outcome	Effective risk managed communication and consultation, internal/external			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
2.1	Number of press releases used for “banana skins”. Number of press releases used (general)	Executive forward plan required including identification of communication risks. Development of communication Plans for “banana skins”.	31 August 2006 As and when “banana skins” identified.	KD HB	CEO Office. Press Officer.
2.2	% of staff who receive Core Brief. % of staff who know what the Council's Vision and priorities are.	Employee Survey to check. Agree and publish new Vision and Priorities.	31 January 2007. September Full Council.	HB/JP	Customer Panel. Corporate Communications, Policy and Performance Team.
2.3	% of public who remember seeing Council Chat (name to change). % of public who think the Council is improving.	4 X Council Chat with cross party Member panel to oversee its work.	31 December 2006 and then every three months.	HB	Increased cost of moving to 4 issues and making sure whole district is covered.
Progress Update					
A forward plan for the Communications, Policy & Performance Team has been established; however, this does require further work to enable a proper risk management of communications. Core Brief has been sent out to staff on two-weekly basis. This has covered the Council's current performance, areas of focus and improvement.					


Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Actions
	Risk Mgmt of Press														
2.1.1	Establish forward plan.	KD													Deferred until the appointment of the Communications Manager.
2.1.2	Monitor plan each month at CMT.	KD													Deferred until the appointment of the Communications Manager
2.1.3	Develop communication plans for any “banana skins”.	HB													These have been previously developed, but are not required since inception of the improvement plan
2.2	Staff Communication														
2.2.1	Continue to send out Core Brief.	HB													Produced to standard every 2 weeks
2.2.2	Establish staff champions group to improve translation of corporate messages.	HB/JP													One meetings has taken place

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
2.2.3	Launch new Vision.	KD/HB													Vision poster in draft. Needs to be printed and distributed. Now linked to tidy up of all notice boards. Testing an approach in November with roll out in December.
2.2.4	Undertake Employee Survey to check whether message received.	HB/JP													HR decision to move to May confirmed. Current timing does not fit in with PDR process.
2.3	Council Chat														
2.3.1	Communications Manager in post.	HB													Appointment delayed. Interviews 6 th Nov. Appointment unlikely to commence before New Year.
2.3.2	Member's Editorial Panel established.	HB													It has taken longer to decide which Members. First meeting will now take place in January 2007.
2.3.3	First new edition published.	HB													Agreed with the portfolio holder to await appointment of Comms Manager before overhauling.
2.3.4	Second new edition published.	HB													This will now be the first new edition.

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3.3	Customer Panel includes appropriate BME/disability/other representation.	Panel to be representative of District's population.	30 November 2006	HB	Budget may be required to ensure additional Panel recruitment.
<p>Progress Update</p> <p>All identified actions are being delivered within the timescales identified.</p> <p>The Launch Conference of the Inclusive Equalities Scheme took place on 23rd September. There were workshops on the Councils Priorities and all six Equalities Strands. The keynote speaker for the event was Carmel Kerr the Equality and Diversity Director for the West Midlands Regional Assembly.</p> <p>Member training was delivered successfully in August. As a result Members have identified additional information and training that they require on Equality. 31 out of 39 members have been trained and a further date set for a final session.</p> <p>Equality Impact Assessment workshops are running throughout the month of September to assist line managers in the completion of their assessments. A facilitator from SCOPE is assisting the managers in the completion of the assessments in respect of Disability. The toolkit has been revised in partnership with SCOPE into a completion form. This is easier to use and has developed further as a result of the workshops. Evaluation questionnaires have been sent out and will be reported on when the current round of workshops is complete. Further workshops are required in respect of the action planning process.</p> <p>Black History Month events have been finalised and funding secured from various external partners. A Black History Month leaflet is being prepared by the Council for distribution across the District.</p> <p>An initial scoping document has been submitted for a Capacity Building Bid to assist the Council with its Equalities and Diversity agenda.</p> <p>The Council has established a small working group in partnership with BDHT to develop a robust racial incident reporting procedure and support mechanisms for victims. Training will be requires and this forms part of the scoping report for Capacity Building Funds.</p> <p>The Equalities Officer and Assistant are supporting and advising the Culture and Community section in relation to their forthcoming inspection.</p>					

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
3.1	Equality Standard														
3.1.1	BVPI 2a quarterly assessment.	CF													On target
3.1.2	Revise 2a working certificate.	CF													Completed
3.1.3	Impact Assessment surgeries.	CF													On target
3.1.4	AIES to Leaders.	CF													Completed
3.1.5	AIES to Cabinet.	CF													Completed
3.1.6	AIES to full council.	CF													On target
3.1.7	AIES consultation launch - 1/10 to 18/11/2006.	CF													On target
3.1.8	AIES formal launch 4 th December 2006.	CF													On target
3.1.9	Implementing AIES.	CF													On target
3.1.10	Planning 1 st annual review and revision of AIES.	CF													On target
3.1.11	Input to Council results.	CF													On target
3.2	Race Equality Scheme														
3.2.1	BVPI 2b quarterly assessment	CF													On target
3.2.2	Impact Assessment surgeries	CF													Completed

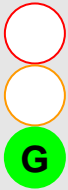
Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
3.2.3	Inclusive Equalities Scheme [IES] to Leaders	CF													Completed
3.2.4	IES to Cabinet	CF													Approved and ratified at by Full Council 06 October
3.2.5	IES to Full Council	CF													
3.2.6	AIES consultation launch - 1/10 to 18/11/2006	CF													
3.2.7	AIES formal launch 4 th December 2006	CF													
3.2.8	Implementing AIES	CF													
3.2.9	Planning 1 st annual review and revision of AIES	CF													
3.2.10	Input to Council Results.	CF													
3.3	BME representation														
3.3.1	Award Customer Panel contract.	HB													Awarded
3.3.2	Recruit to Panel.	HB													Recruitment being undertaken
3.3.3	Undertake first survey.	HB													Survey to take place in Jan 07
3.3.4	Survey every 6 months thereafter.	HB													See above.

Improvement Plan –September update Appendix 2

Corporate & External Improvements					
4.	Expected Outcome	Clear Strategic Direction for Council Developed			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
4.1	Improvement plan approved by Executive Cabinet and Government Monitoring Board (GMB).	Revise existing recovery plan to reflect new priorities.	18 July 2006 (GMB)	CMT/Cabinet	Addressing particular issues within the Improvement Plan will require additional resources – these will be quantified and submitted to Cabinet in August.
4.2	Council Plan 2007/2010 agreed.	Develop Council Plan 2007/2010 using external facilitation and balanced scorecard. Positive feedback from Progress Assessment.	November Council	SMT/Cabinet	Budget in place and priorities agreed,
4.3	Effective feedback from partners and public on development of Plan and communication of.	Meetings with key partners and feedback of results.	31 July 2006	SMT/Cabinet	SMT/Cabinet time.
4.4	Effective feedback from staff on development of Plan and communication of.	Staff champions appointed. Feedback to staff against points raised.	30 June 2006 31 July 2006	HB HB	Corporate Communications, Policy and Performance Team.

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Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
4.5	Progress Assessment identifies clear sense of strategic direction and appropriate rate of progress towards SMART targets.	Self-assessment written early and evidence compiled.	31 August 2006	HB	Buy in support.
Progress Update					
<p>GMB and Cabinet have approved the Improvement Plan. It was communicated to staff via the Core Brief. A report has been produced for August Leaders' Group and September Cabinet on the Council Plan. This details the new Vision, Council Objectives, Priorities and Values. The Leader and SMT listened to ranges of partners and staff champions. Feedback to staff champions has taken place September. The Council has put itself forward for an early CPA There will be no progress assessment. The Council Pan has been deferred until the new year on the advice of the Improvement Director, in order to fit in with the MTFS timetable. A draft came to CMT in October and has been circulated to the Heads of Service for information to be included.</p>					

Ref	Action	Lead													Corrective Action	
			Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.		
4.1	Improvement Plan															
4.1.1	Agreed by GMB.	KD														Approved
4.1.2	Agreed by Cabinet.	RH														Was subsequently approved by Full Council Sept 06
4.1.3	Communicated to staff.	HB														Via Core Brief


Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
4.1.4	Reported to Full Council.	RH													Approved September 2006
4.1.5	Monthly monitoring at CMT and bi-monthly at GMB.	KD													Completed, but timetable needs to be reviewed with Improvement Director, in order to create space for officers to manage.
4.2	Council Plan														
4.2.1	Write up balanced scorecard.	HB													Achieved
4.2.2	Further develop measures.	HB													Approach agreed away day 19 th Sept 06
4.2.3	Agree with CMT.	HB													Re-programmed to integrate with MTFS
4.2.4	Agree with Cabinet and feed into budget process.	HB													The Council Plan will feed into this process
4.2.5	Report to Full Council.	HB													Put back with Leaders approval
4.3	Partners and Public														
4.3.1	CEO and Leader to meet with partners.	KD													Completed
4.3.2	Feedback to partners on results of away day.	KD													Better to feedback, once Council Plan approved.
4.3.3	Send partners copy of approved Council Plan.	HB													See above comments about Plan

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
4.3.4	Stakeholder Forum.	HB													Now planned for 8th November 2006. Over 100 attendees
4.3.5	Separate meeting for Equalities Forum on feedback	HB													Toilets and Parking were the two big problems
4.4	Staff														
4.4.1	Listen to staff champion's views.	HB													Completed
4.4.2	Feedback to champions on outcomes of away day.	HB													Completed
4.4.3	Work with champions on keeping the message current.	HB													Programme of meetings arranged

Improvement Plan –September update Appendix 2

Corporate & External Improvements					
5	Expected Outcome	Progress Towards Tangible Outcomes from Partnership Working			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
5.1	LSP priorities on target to be delivered.	New LSP Board established, with performance management and project management framework in place around four identified priorities i.e. town centre redevelopment, affordable housing, Longbridge and LAA.	LSP Board, on-going.	SMT Leader	Corporate Communications, Policy and Performance Team.
5.2	LSP Board members give positive feedback on Council's improvement.	Partners gaining feedback on what the Council's priorities are and Council engaging with partners.	31 January 2007	SMT Leader	Corporate Communications, Policy and Performance Team.
5.3	Council can demonstrate value of partnership working in relation to its agenda and to partners' agendas.	Each Cabinet Member to engage with 3/5 most important partners.	31 October 2006	SMT Leader	CEO and Leader
5.4	Positive feedback from annual stakeholder meeting.	Set up meeting.	30 September 2006	SMT Leader	Corporate Communications, Policy and Performance Team.
Progress Update					
Meeting took place with representative from GOWM being present Further meetings planned for November on Longbridge Consultation Next proper meeting 30 th November 2006. Annual Report for LSP in draft. Stakeholder meeting planned for November with over 100 attending.					

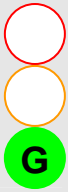
Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
5.1	LSP Priorities														
5.1.1	Progress reports on priority projects to LSP Board.	HB													Delayed due to meeting with Minister.
5.1.2	Progress reports to LSP Board with performance indicators.	HB													Good meeting which has resulted in dialogue with BDHT and an extra meeting at Longbridge
5.1.3	Annual report to LSP Board and to PMB.	HB													
5.2	LSP Board Feedback														
5.2.1	Leader and CEO to meet with partners.	KD													Completed
5.2.2	Leader and CEO to attend LSP Board.	KD													Undertaken as part of work on Council's own priorities
5.3	Value of Partnerships														
5.3.1	Series of meetings established.	KD													Every two months
5.3.2	Meetings held.	KD													Board meeting took place on 29 September.

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
5.4	Stakeholder Meeting														
5.4.1	Meeting agenda and format agreed by LSP Board.	HB													Delayed due to meeting with Minister
5.4.2	Meeting invites sent out.	HB													Meeting now planned for November due to other stakeholder meeting already arranged [to many for voluntary sector to attend] Invites sent out in Oct 2/3
5.4.3	Meeting takes place.	HB													No available dates. Meeting scheduled 8th Nov 2006

Improvement Plan –September update Appendix 2

Corporate & External Improvements					
6.	Expected Outcome	Public feel involved in democratic process and able to influence decision-making about what is happening in their neighbourhood.			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
6.1	Local community groups reporting positively about the Council.	Implementation of a new approach to neighbourhood management in conjunction with our key partner agencies.	30 April 2007	SMT	Funds from County for pilot and/or budget bid.
6.2	PACT. Good attendance levels, evidence of corrective action and support by Council	<p>Review the PACT process in the light of experience to date to ensure it meets community and partners needs and is linked to the proposed new approach to neighbourhood management.</p> <p>Ensure that the priorities arising from PACT are linked to the CDRP Tasking process so that a strategic as well as a local approach will be taken to dealing with the issues arising from the meetings.</p>	30 September 2007	HB	Possible resource implication as a result of the review.
Progress Update					
Project Group established. Report timetabled for leaders group 15th November 2006					

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
6.1	Neighbourhood Mgmt														
6.1.1	Agree approach with partners.	HB													Different approach planned Report to be tabled as options Paper at 30 th November Board meeting. On target.
6.1.2	Formally report to LSP Board.	HB													
6.1.3	Formally report to Cabinet.	HB													
6.1.4	Feed into budget process.	HB													
6.1.5	Develop implementation plan (possible pilot).	HB													
	Roll out new approach (or possible pilot).	HB													
6.2	PACT														
6.2.1	Report from Police to LSP Board on future funding and administration.	HB													Police unable to produce for September meeting.
6.1	Neighborhood Mgmt														
6.2.2	Feed results into budget process if required.	HB													
6.2.3	Roll out new approach	HB													

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
6.2.4	Annual review report of PACT and issues raised to LSP Board and PACT.	HB													

Corporate & External Improvements

7.	Expected Outcome	Improve Customer and Performance Culture of Council			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
7.1	2007/08 service business plans and team action plans written in draft.	Templates agreed, timetable agreed and training for managers.	31 October 2006	HB	Corporate Communications, Policy and Performance Team and Corporate Training budget.
7.2	95% of PDRs completed.	Check that measured correctly. Review of forms and process by HP to ensure that they are fit for purpose and meet manager/ staff / service/organisational needs i.e. link to corporate priorities.	By Sept 06	JP	HR officer & Training Officer time Manager time Training Costs likely for refresher training
7.3	Better use made of Performance Plus	More staff to be trained/have access to the system Use graphics and charts within departments and around the building to track and clearly show performance on a monthly basis	30 November 2006 31 August 2006	HB HB	Additional Licenses maybe required. Free input from other local authority. Performance Plus Officers

Improvement Plan –September update Appendix 2

Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
7.4	Performance based budgeting.	Service business plans to be costed and include potential savings. Plans to be ready in time to feed into the budget process.	31 October 2006	JP/HB	HoS and Corporate Communications, Policy and Performance Team.
7.5	Top 45 and Corporate Health indicators reviewed	Key Performance/Business Drivers identified for the Council. Tiered approach developed to performance management involving Corporate Directors and Portfolio Holders (monthly reporting of PIs)	New set in place for quarter 2 2006/07 reporting. Arrangements in place for 31 August 2007.	LB HB	Corporate Communications, Policy and Performance Team. Corporate Communications, Policy and Performance Team.
7.6	Performance framework for LSP established.	Priorities agreed, supported by projects and key performance indicators.	30 September 2006	LB	Corporate Communications, Policy and Performance Team.
7.7	Performance culture and reports to public	Team award scheme. Customer First Posters.	31 August 2006 31 July 2006	SS	Visit Walsall/Customer First Officer.
7.8	Positive feedback from mystery shopping exercise across whole Council in April 2007	Develop budget bid.	30 April 2007	SS	Customer First Officer.

Improvement Plan –September update Appendix 2

Progress Update

Service Business planning training has started with agreed new template. Service business planning template linked to budget process. Benchmarking visit to authority using Performance Plus undertaken. Decision to mothball the system in the short term and switch to reporting on Excel. Performance Plus User Group now meeting monthly to develop excel reporting. Benchmarking visit to Walsall undertaken Team award scheme to be reported to CMT in early October. Customer First poster agreed. Business planning on target

PDRs being routinely monitored by CMT to emphasise acknowledgement of their strategic importance upon delivery of corporate priorities.

PDR scheme and process review commencing immediately.



Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
7.1	Service Business Plans														
7.1.1	Agree templates and guidance.	HB													Agreed at Cabinet
7.1.2	Undertake training.	HP													Training completed
7.1.3	Write business plans.	HB													
7.1.4	Challenge plans	SMT													
7.1.5	Feed into budget process.	KD													
7.1.6	Publish agreed plans after budget finalised.	HB													
7.2	PDRs														
7.2.1	Check PDRs measured correctly	JP													

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
7.2.2	Monitor & police PDRs for previous period and current period	JP													Completed
7.2.3	Review of PDR forms & Process	JP													Drafts completed. Consultation date closed on 27 October.
7.2.4	Implementation of new PDR forms and process effective from next annual appraisal year	JP													PDR timetable put back to fit in better with business and budget timetable.
7.3	Performance Plus														
7.3.1	Appoint Corporate Policy and Performance Officer.	HB													Two appointments made. One subsequently declined the offer. Currently searching for an interim officer.
7.3.2	Corporate Policy and Performance Officer starts.	HB													One officer due to start 4 th Dec 2006
7.3.3	Arrange visit from Coventry CC.	HB													No longer required as visit to other authority using Performance Plus undertaken.
7.3.4	Update Performance Plus based on results of benchmarking.	HB													

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
7.4	Performance Based Budgeting														
7.4.1	Link budget templates and business planning templates.	HB													Budget bid proforma included in business plan template
7.4.2	Challenge costed business plans and feed into budget process.	SMT													
7.5	PI Reporting														
7.5.1	Improvement Plan agreed.	HB													Agreed and July progress reported
7.5.2	Measures on template updated for second quarter.	HB													Template overhauled with monthly reporting and cumulative. Further work required on reducing number of indicators reported to Members.
7.5.3	New information collected by officers.	HB													
7.5.4	Top 45 and Corporate Health merged and reported formally to Members.	HB													

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
7.6	LSP Performance Framework														
7.6.1	New Board receives first project progress reports.	HB													Cancelled due to meeting with Minister.
7.6.2	Board receives second progress reports and PI information every two months	HB													Clarification sought from GOWM. Will start reporting in November.
7.6.3	Board receives annual report that is reported onto PMB.	HB													Re timetabled for November
7.7	Performance Culture														
7.7.1	Team Award Scheme agreed by CMT	HB													Investigative work completed Report due end of October
7.7.2	Monthly award scheme up and running.	HB													Has now started.
7.7.3	Customer First posters agreed and displayed.	HB													Approved waiting for three other types of poster to be printed then all will be launched in December.
7.8	Mystery Shoppers														
7.8.1	Budget bid as part of business planning.	HB													No bid being put forward given financial constraints.
7.8.2	Bid agreed.	HB													See above.



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Ref	Action	Lead	Jul.	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
7.8.2	Bid agreed.	HB													See previous page.
7.8.3	Shoppers procured.														See previous page.
7.8.4	Mystery shopping takes place.														See previous page.
7.8.5	Results reported to CMT/Cabinet.														See previous page.

Planning and Environment

8.	Expected Outcome	Re-development of Bromsgrove Town Centre			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
8.1	Submission to Planning Inspectorate of AAP, SA report, SCI, SoC and supporting technical documents.	Develop plans for town centre through proper process.	30 September 2007	PS	Services Directorate.

Progress Update
<p>Exploratory discussions taking place with consultants regarding the preparation of an Area Action Plan . Meeting arranged for the 4th of October with consultants, a detailed briefing will follow this on content of work plan for consultants. They will be asked to produce a work plan and submit it to Council. Work will commence on issues and options from January 2007. Discussions are also being initiated on a business improvement district with colleagues from Warwickshire County Council.</p>




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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
8.1	Town Centre														
8.1.1	Identification of Consultants to support town centre development	PS													Tendering extended to 4 th October 2006
8.1.2	Carry out issues and options development	PS/DH/MD													Clarification required on procurement rules and whether council needed to re-tender.
8.1.3	Consult on issues and options	PS/DH/MD													
8.1.4	Respond to representations	PS/DH/MD													
8.1.5	Submit to inspectorate	PS/DH/MD													

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Planning and Environment					
9.	Expected Outcome	Re-development of Longbridge Site			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
9.1	Agreement of an area action plan. Planning at an advanced stage and decisions taken on future usage.	Finalise action plan.	30 April 2007	PS	Services Directorate and consultancy.


Progress Update	
<p>The issues and options report has been finalised and will be published for a period of public consultation running from the 16th of October until the 17th of November The consultation has been advertised in the local press and exhibitions have been arranged in order that people can address any issues they have directly with the people responsible for producing the plan A paper is being prepared for Council to consider accepting a joint approach to public consultation on a preferred option with Birmingham city Council A report is being prepared for Cabinet to provide information of progress with developments at Longbridge A presentation will be made to the Bromsgrove LSP on 30th October regarding issues and options Once the issues and options consultation is complete results will be analysed and a 'preferred options' paper will be prepared for consideration by Cabinet This paper should then go out to public consultation in February 2007.</p>	

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
9.1	Longbridge														
9.1.1	Gather evidence and initial public consultation	PS/DH/MD													Completed.

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
9.1.2	Publish Preferred options document.	PS/DH/MD													Issues and Options report out for consultation Closing date now mid-November. LSP making response. Council cannot respond at this stage, as planning authority.
9.1.3	Formal Consultation on Preferred Options	PS/DH/MD													Closing date now mid-November.
9.1.4	Respond to preferred options consultation														
9.1.5	Submit Final Document to Inspectorate	PS/DH/MD													
9.1.6	Formal Consultation on Submission Document	PS/DH/MD													

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Planning and Environment					
10.	Expected Outcome	Improved Housing for the District			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
10.1	One star promising prospects for improvement re-inspection judgment.	Strategic Housing Inspection action plan in place.	31 October 2007	PS/AC	Resourced Action Plan.
10.2	100 units of new affordable housing built or under construction.	Work with appropriate partners to secure sites and funding.	30 June 2007	PS/AC	S.106./partners. Other capital funds.
10.3	Reduce average length of stay in hostel accommodation from 16 weeks to 8 weeks (BV 183b)	Two offers of accommodation. Close hostels. Supporting people/preventative work.	30 November 2006	PS/AC	Capital receipts and Housing Team.
Progress Update					
<p>Wythall Hostel is now empty and secured for marketing The occupancy of remaining hostels reduced de commissioning the working group developed timetable for remodeling plans being developed for a bid from the housing Corporation in November use of temp accommodation is reducing Reports proposing additional preventative measures and a Private leasing Scheme scheduled for Exec Cabinet on Nov 1st Housing Corporation have now approved funding for extra care Broad Street and Stoke Prior schemes Proposals for Rural Housing schemes in Clent and Alvechurch developing toward planning approval stage</p>					

Ref	Action	Lead													Corrective Action	
			Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.		
10.1	Housing Re-inspection															
10.1.1	Prepared Inspection Action Plan.	AC														Completed

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
10.1.2	Strengthen focus on customer care.	AC													
10.1.3	Strengthen approach to diversity.	AC													Completed
10.1.4	Improve approach to VFM.	JP													
10.1.5	Improve leadership and support to strategic housing.	PS													
10.2	Affordable Housing														
10.2.1	Work with RSLs to identify sites and development.	AC													A target has been set to deliver 400 affordable units over the 5 year period 2006 – 2011. Programmed delivery during 2006/7 92 units. Pipeline schemes with potential for delivery during 2007/8 onwards – 149 units.

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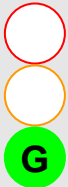
Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
10.2.2	Financial contributions will be explored.	AC													£7,584,098 of Housing Corporation funding has been granted this year to provide a total of 147 units of accommodation over the next 2 years. This is being supplemented by discounted land, Local Authority grant totaling £485,000 and £112,000 of WM Regional Housing Pot LA Grant to directly provide additional dwellings.
10.3	Hostel Accommodation														
10.3.1	Prepare plans for remodeling hostels	AC													Completed.
10.3.2	Decant and mothball a proportion of hostel accommodation	AC													
10.3.3	Draw up plans for remodeling and submit planning application	PS													
10.4.4	Formulate bid to Housing Corporation	PS													See 10.2.2

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
10.4.5	Provide Council with a financial analysis of remodeling of 3 hostels	PS													

11.	Expected Outcome	Improved Planning Service			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
11.1	55% of major planning applications determined in 13 weeks (BVPI 109a).	<p>Flexible boundaries for teams.</p> <p>Two consultants to deal with straight forward applications.</p> <p>Delegate report format shortened.</p> <p>Reduce negotiation on application (see next BVPI)</p> <p>Major applications to be dealt with by team leaders</p>	<p>In place</p> <p>In place</p> <p>In place</p> <p>On going</p> <p>Started 1st July</p>	DH	All Existing
11.2	77% of minor applications determined in eight weeks (BVPI 109b).	<p>As above and two new officers to start in July.</p> <p>Recruitment continued.</p> <p>Development Control surgeries.</p> <p>Determining % of outstanding applications by end of July.</p>	<p>On going</p> <p>On going</p> <p>In place</p>	DH	All Existing

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11.3	89% of other applications determined in 8 weeks (BVPI 109c).	As above. Revisit delegation. Break down applications between major/minor and other.	On going On going In place	DH	All Existing
<p>Progress Update</p> <p>It was not possible to recruit an interim Development Control & Building Control Manager. Following a facilitated session with Walsall MBC, it was decided to delete the D&BC Manager post and operate a more formal area team structure, increasing the responsibilities of the team leaders, but also adding additional case officers to each area team. Job descriptions have been prepared and the move to the new structure took place on 01 October.</p> <p>Members' working party met 14 August to discuss delegation for refusals. ,reducing the Planning Committee Membership to 13 and introducing public speaking . All matters were agreed and Planning Committee started a four month trial for Public Speaking. Two Planning committees have now taken place and public speaking appears to have been positively received.</p> <p>Affordable Housing issue meeting took place with officers of the Government Office for the West Midlands on the 18th of September but no clear answers were provided for the Bromsgrove situation. BDHT and the Council are due to meet in November to discuss further.</p> <p>Training programme for Members has been determined and will take place between October and December.</p>					


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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
11.1	Improved Planning Services														
11.1.1	Create a planning training programme for Members in consultation with facilitators from Walsall M.B.C.	DH													Training has been developed and is being delivered as part of Modern Councillor training programme anticipated delivery in Dec 06
11.1.2	Appoint an interim Head of Development and Building Control	DH													
11.1.3	Benchmark with Walsall MBC to identify potential solutions to the issue of the Council's housing oversupply and the need to provide larger affordable housing schemes	DH													Walsall came in to meet with planning team Results of meeting unavailable
11.1.4	Review Delegated Powers to assess implications of process change relating to reference to Members for refusal of a planning application	DH													Completed

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Culture and Community					
12.	Expected Outcome	Achieve Suitable Inspection Score for Cultural Services, improve Council's approach to Community Safety, in particular, domestic violence and reporting of racial incidents.			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
12.1	One star promising prospects for improvement score by Audit Commission for Cultural Services.	Establish improvement planning group. Contact other local authorities Commence work to achieve TAES. Draft position statement produced Gap Analysis carried out related to KLOE Improvement/Action Plan produced Organise a Peer inspection. Improvement/Action Plan reviewed and updated as a result of the findings of the Peer Assessment. .	July 2006 August 2006 November 2006 November 2006 December 2006 December 2006 December 2006 Jan 2007	RH	Culture and Community Services Management Team, Assistant Chief Executive and some consultancy support.
12.2	81.8% score against domestic violence checklist (BV 225) (This is based on being able to answer 9 of the 11 questions by March 2007)	Develop action plan to address all questions in checklist in conjunction with relevant partners.	December 2006	RH	Community Safety Team

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Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
12.3	100% of reported racial incidents result in further action (BV 174/175).	Establish and implement formal system for reporting and acting on racial incidents	November 2006	RH	Community Safety Team.
12.4	100% of reported racial incidents result in further action (BV 174/175). This is a repeat of 12.4.	Establish and implement formal system for reporting and acting on racial incidents	November 2006	RH	Community Safety Team
Progress Update					
<p>Culture Inspection: An Improvement Planning Group has been set up and has met a number of times. The first draft of the self-assessment based on the input of information into the KLOE document was presented to the group on 11th September 2006. Work is in hand to develop the initial Action Plan. Due to capacity issues it has been agreed to use an external consultant to conduct the KLOE self assessment. This has led to a re profiling of the completion dates</p> <p>The development and implementation of the action plan for domestic violence is due to be discussed with the Community Safety Partnership's Domestic Violence Group in September. Following the meeting it has been agreed to set up a focus group to address the issues of the BVPI and to self assess the end of the year target. Once completed the action plan will be revised where required and a programme of improvements commenced</p> <p>The work to establish and implement a formal system for reporting and acting on racial incidents has been re profiled to November 2006 due to the need to promote the systems to the public and the need to effectively train at the CSC.</p>					

Ref	Action	Lead													Corrective Actions	
			Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.		
12.1	Leisure Inspection															
12.1.1	Improvement Planning Group set up with 1 st meeting on 4 July	RH														Completed

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Actions
12.1.2	Contact made with Worcester City re sharing of their Inspection experience on 5 July	RH													Completed
Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
12.1.3	Towards an E excellent Service [TAES] Workshop set up for 22 August	RH													Workshop had to be delayed and took place on the 11 September
12.1.4	Commence work to achieve Towards an E Excellent Service [TAES.]	RH													Some initial work commenced re the preparation of the scope of the self assessment Second meeting arranged for November 15 th
12.1.5	Draft position statement produced to self assessment against KLOE	RH													Due to the current management capacity issues and external consultant appointed to write the self assessment for Jan 2007
12.1.6	Gap Analysis carried out related to KLOE to find out needs	RH													Re-programmed for Dec. 06.
12.1.7	Improvement/Action Plan produced	RH													Completed by Jan 2007

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12.1.8	Organise a peer inspection.	RH														To be reviewed pending decision on CPA inspection.
12.1.9	Improvement/Action Plan reviewed and updated as a result of the findings of the Peer Assessment.	RH														As above.
12.2	Domestic Violence															
Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action	
12.2.1	Develop action plan [for domestic violence] to review and assess needs Will be developed annually to assess needs and highlight BVPI that needs to be addressed	RH													Focus group and self assessment to be undertaken this year by Dec 31 st 06 with action plan resulting from this work for 2007/08.	
12.3	Racial Incidents															
12.3.1	Establish and implement formal system for reporting and acting on racial incidents	RH													This work has transferred to the Acting Head of Legal and Democratic Services and the dates may be subject to review as a result.	

Improvement Plan –September update Appendix 2

Street Scene and Waste Management					
13.	Expected Outcome	Improved Streetscene and improved collections.			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
13.1	94% of households are covered by kerbside recycling (BV91a).	<ol style="list-style-type: none"> 1. Re-schedule routes. 2. Purchase new vehicles or modify existing stillage vehicles. 3. Address difficult access and remote locations issues. (Some properties can be serviced using existing equipment.) 4. Address provision of service to multi storey dwellings. (Need to discuss container locations with property owners, BDHT) 	<p>End August 2006.</p> <p>Sept 2006. Quotations have been received</p> <p>Delivery of recycling boxes will commence 3rd July 2006 at minimum rate of 100 month. 1% improvement in the indicator per quarter. Ongoing.</p> <p>Commence discussions August 2006 with aim to install 1st bins Feb 2007</p>	MB	<p>Resources in place.</p> <p>Modifications already made are showing positive benefits in terms of PI's</p> <p>Resources in place.</p> <p>Resources in place. Report being received from CSC on a weekly basis</p> <p>Possible capital fund for additional bins. Following initial discussions with BDHT bin requirements to be assessed.</p>

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Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
3.2	Proportion of land/highways acceptable level of litter score – 20 (BV199a).	<ol style="list-style-type: none"> 1. Implement new street cleansing regime. 2. Purchase of new vehicles 3. Employment of staff. 4. Ensure inspection regime is carried out on time. July 2007 	<p>Limited commencement August 2006 with roll out thereafter to whole area. Hire vehicles used in first instance until purchased vehicles become available.</p> <p>Tenders currently out awaiting return.</p> <p>JD's, PS's being written for short term contract. Agency staff may be used in interim. Ongoing. Some new staff already commenced.</p> <p>Completed,</p>	MB	<p>Modifications already made are showing positive benefits in terms of PI's</p> <p>Awaiting delivery dates</p> <p>Adverts being prepared discussion with HR concerning redeployment of staff from other service areas</p> <p>Temporary staff being used for inspection regime.</p>



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Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
3	Maintain existing low level of missed bin collections.	<ol style="list-style-type: none"> 1. Means of measuring success. Reduction in actuals to target. Change the reporting process from those that are missed to those that are collected successfully. Currently in excess of 99% success rate. Use targets to manage crews 2. Monitor crew performance and report to them. Supervisors will investigate reported missed collections and instruct crews on future rectification actions. 3. Recording missed bins on a weekly basis. 4. Modify supervisory management structure to generate greater capacity within the team 	<p>Commenced and ongoing.</p> <p>New report being written for CSC to be able to report weekly. Completed.</p> <p>Report being completed and used.</p> <p>End of August 2006.</p>	MB	<p>Resources in place</p> <p>Resources in place</p> <p>Rescheduling of routes 9 Report being received from CSC on weekly basis.</p> <p>Broader restructure of Supervisory staff being discussed. Further meeting end October</p>

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Progress Update

Rescheduling of routes [including difficult access] is continuing with dialogue with crews being maintained meeting scheduled for 13 October with BDHT to discuss proposals for multi street cleansing. Dwelling recycling, street cleansing continues to be rolled out with positive feedback from the community to the mobile cleaners. Awaiting delivery of further vehicles following order in September Business case for restructuring discussed with Director and ACEO.



Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
13.1	Kerbside Recycling														
13.1.1	Re-schedule routes.	KH	Green	Green											Completed
13.1.2	Purchase new vehicles or modify existing vehicles.	JW	Green	Green	Green										Completed
13.1.3	Address difficult access issues.	KH	Green	Green	Green										Completed
13.1.4	Address provision of service to Multi Storey dwellings.	AW	Green	Orange	Green	Grey	Grey	Grey	Grey	Grey					Ongoing
13.2	Detritus														
13.2.1	Implement new street cleansing regime.	MB	Green	Green	Green										Completed
13.2.2	Vehicle purchase.	JW	Green	Green	Green	Grey	Grey	Grey							Programme of purchases on target
13.2.3	Employ staff.	KH	Green	Green	Green										Completed
13.2.4	Inspection regime.	KH	Green	Green	Green	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Programme of inspection on target

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
13.3	Missed Collections														
13.3.1	Produce new report.	MG													Completed
13.3.2	Monitor crews.	KH													Completed
13.3.3	Weekly recording.	MB													Completed
13.3.4	Business case for management structure.	MB													

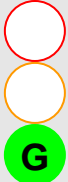
Improvement Plan –September update Appendix 2

E-Government and Customer Services					
14.	Expected Outcome	Improved Access to Services Electronically			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
14.1	New Bromsgrove website launched	Set up Content Assistants group and draft content guidelines Organise training for Content Assistants in the use of the new Content Management System (CMS) Install new CMS Redesign website in line with Worcestershire Hub Partnership's standard web template.	30 September 2006	DP/JG	ICT officer time and Hub resources Departmental Content Assistants time Content Management System software

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Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
14.2	Access to ICT (SOCITM)	<p>Deliver ICT Infrastructure project to provide a stable platform for ICT and web based developments</p> <p>Develop rollout program for PC desktop refresh</p> <p>Develop new website to provide improved access to services and transactions</p> <p>Deliver data element of the Spatial project to cleanse Council data and to enable the development of more integrated back office systems inc:</p> <p>Implementation of corporate EDM system</p> <p>Implementation of back office integration with E-shop CRM system</p> <p>Implementation of mobile working</p>	<p>31st October 2006</p> <p>30th September 2006</p> <p>31st October 2006</p> <p>31st December 2007</p> <p>30th June 2007</p> <p>31st March 2008</p>	DP/JG	<p>ICT officer time</p> <p>Departmental staff time to check cleansed data</p>
14.3	Electronic delivery for the most frequently used transactions (SOCITM)	<p>Migration to new ICT infrastructure</p> <p>Continue to develop new website to provide electronic access to high usage services</p> <p>Deliver more online services inline with the priority outcomes for e-government</p>	30 November 2006	DP/JG	<p>ICT staff time</p> <p>Hub resources</p>

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Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
14.4	All staff to have new phones with voicemail/hunt groups and the ability to monitor response times and calls answered across whole Council.	<p>Introduce a corporate telephone answering protocol</p> <p>Migration to new ICT infrastructure including the use of Voice over IP (VoIP) telephony</p> <p>Provide statistics from new VoIP system to support telephony performance monitoring</p>	31 August 2006	DP/JG	<p>ICT staff time</p> <p>Hub Infrastructure</p>
14.5	Core applications to be available 90% of the time during Council service delivery hours.	<p>Use new ICT infrastructure to implement monitoring</p> <p>Produce application availability statistics and communicate to wider organisation</p>	31 October 2006	DP/JG	<p>ICT staff time</p> <p>Monitoring software</p>
<p>Progress Update</p> <p>A contents assistants group has been set up and training in the use of the new CMS has been delivered. The website redesign is progressing and content is being tidied up (the new web site is now live).</p>					

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
14.1	Website														
14.1.1	Set up Content Assistants group and draft content guidelines.	DP													Completed and meeting on a regular basis
14.1.2	Organise training for the new CMS.	DP													Completed
14.1.3	Install new Content Management System (CMS).	DP													CMS installed
14.1.4	Redesign website.	DP													Completed
14.1.5	Launch new website.	DP													Web site not due to be launched until 31st October 2006
14.2	ICT Access														
14.2.1	Improve ICT infrastructure to provide a stable platform for ICT and web based developments	DP													Installation of a new ICT infrastructure has been completed
14.2.2	Develop rollout program for PC desktop refresh	DP													A rolling programme has been developed and is underway The program provides a phased refresh of desktop PCs



Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
14.2.3	Develop new website to provide improved access to services and transactions	DP													Web site has been redesigned for launch on the 31st of October. Improved transactional services will also be provided as part of the new site
14.2.4	Deliver data element of the Spatial project to cleanse Council data and to enable the development of more integrated back office systems	DP													The Spatial contract has been signed and work has started to cleanse Council data. First cuts of data have been extracted for testing and this element of the project is on target to be completed by 31 st December 2007
14.3	E-transactions														
14.3.1	Migration to new ICT infrastructure	DP													On target for completion on 30 th November 2006

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
14.3.2	Continue to develop new website to provide electronic access to high usage services	DP													Web site content will be further developed after the launch of the new site to provide additional self serve options for our customers. To be completed by 30 th November.
14.3.3	Deliver more online services inline with the priority outcomes for e-government	DP													More transactional services will be added to the new website after the launch in October. To be completed by 30 th November
14.4	Telephone Infrastructure														
14.4.1	Introduce a corporate telephone answering protocol	DP													Completed
14.4.2	Migration to new ICT infrastructure including the use of Voice over IP (VoIP) telephony	DP													Completed
14.4.3	Provide statistics from new VoIP system to support telephony performance monitoring	DP													Completed


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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
14.5	Core Applications 90%														
14.5.1	Use new ICT infrastructure to implement monitoring	DP													Completed
14.5.2	Produce application availability statistics and communicate to wider organisation	DP													Completed

E-Government and Customer Services

15	Expected Outcome	Reduction in Number of Complaints.			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
15.1	Implementation of new electronic corporate complaints system.	Develop scope to outline system requirements Compare systems prior to selection Purchase and install system Develop training schedule for staff and implement system	30 th October 2006 30 th October 2006 31 st January 2007 31 st January 2007	DP/HB/JG	Time to visit Walsall MBC to look at their system. ICT staff time Cost of system purchase

Improvement Plan –September update Appendix 2

15.2	Reduction in number of complaints.	Establish baseline from which to measure trend Develop complaint handling procedure Use new complaints system to provide monitoring data Establish new baseline for continuous improvement	30 November 2006	DP/HB/JG	Staff time
Progress Update A quotation exercise has taken place for a Complaints Handling system [Customer Feedback System] Quotes have been received and a stakeholder panel will be arranging to make the final decision on which system to procure. The panel will meet early in November date to be finalised.					

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
15.1	Complaints system														
15.1.1	Develop scope to outline system requirements	DP													Scopes for system have been forwarded to the Customer First officer
15.1.2	Compare systems prior to selection	DP													Two system demos have been completed

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
15.1.3	Purchase and install system	DP													System will be purchased after completion of demos and comparison against scope has been made. Due to ICT staffing pressures a new completion date of the 31 st Jan 2007 has been set.
15.1.4	Develop training schedule for staff and implement system	DP													A training schedule will be drafted and incorporated into the rollout of the new system. Delivery of training will be included as part of the system installation carried out by the supplier. Due to ICT staffing pressures a new completion date of the 23 rd Jan 2007 has been set.
15.2	Reduce complaints														
15.2.1	Establish baseline from which to measure trend	DP													Information gathering underway to establish a baseline. This will be done once system is established

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
15.2.2	Develop complaint handling procedure	DP													A draft procedure is being developed in consultation with staff. To be completed by 30 th November –
15.2.3	Use new complaints system to provide monitoring data	DP													Monitoring data will be generated when a new system is in use. To be commenced on completion of 15.2.2
15.2.4	Establish new baseline for continuous improvement	DP													Monitoring data from the new system will be used to generate a new baseline. Linked to 15.2.3

Improvement Plan –September update Appendix 2

E-Government and Customer Services					
16	Expected Outcome	Improved Customer Service – Customer Service Centre			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
16.1	80% of service requests resolved within the Customer Service Centre.	Produce scope for a queue management system Investigate options and produce business case to secure funding Install software system Install large screen for customers Improve knowledge base link in e shop system using new council website Develop Resource Level Agreements with back office service to clearly define levels of responsibility	November 2006 September 2006	DP/BF	CSC staff time ICT Services staff time Back office staff time
16.2	80% of total calls answered within 15 seconds.	Install large screen to display telephone queue/answering data Introduce staff rotation plan to cover telephone answering at peak times Develop Resource Level Agreements with back office service to clearly define levels of responsibility	November 2006 August 2006 September 2006	DP/BF	CSC staff Back office staff time
16.3	95% of total calls answered.	Install large screen to display telephone queue/answering data Introduce staff rotation plan to cover telephone answering at peak times	August 2006	DP/BF	CSC staff

Improvement Plan –September update Appendix 2

Progress Update

System demos will be arranged during September 2006. A scope and business case will be drafted after the demos.



Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
16.1	Service Requests														
16.1.1	Produce scope for a queue management system	DP													Draft scope has been produced and will be used during the system selection process. Scope sent to Suppliers 25-09-2006
16.1.2	Investigate options and produce business case to secure funding	DP													A draft business case has been produced and will be finalised after system demos On 13 – 17 & 18 October.
16.1.3	Install software system	DP													System will be installed once a final selection has been made. Dependant upon 16.1.2

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
16.1.4	Install large screen for customers	DP													Will be included as part of the system installation. Dependant upon 16.1.2 & 16.1.3
16.1.5	Improve knowledge base link in e-shop system using new council website	DP													Work will be carried out in partnership with the Worcestershire Hub once a system has been selected.
16.1.6	Develop Resource Level Agreements with back office service to clearly define levels of responsibility	DP													RLAs have been agreed with the Depot and a draft RLA has been agreed with Revenue Services. (31 st October 2006) Discussions are ongoing with Benefits Services to develop an RLA .
16.2	Calls Answered (80%)														
16.2.1	Install large screen to display telephone queue/answering data	DP													Completed and installed at CSC
16.2.2	Introduce staff rotation plan to cover telephone answering at peak times	DP													Completed as part of CSC action plan to improve answering times


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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
16.2.3	Develop Resource Level Agreements with back office service to clearly define levels of responsibility	DP													RLAs have been agreed with the Depot Services and Revenues and Benefits Services.
16.3	Calls answered (95%)														
16.3.1	Install large screen to display telephone queue/answering data	DP													Completed
16.3.2	Introduce staff rotation plan to cover telephone answering at peak times	DP													Completed

E-Government and Customer Services

17.	Expected Outcome	Improved Customer Service – Whole Council			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
17.1	80% of total calls answered within 15 seconds.	Introduce telephone answering protocol Use phone system to produce statistics to enable performance monitoring	31 August 2006	DP/JG	Head of E-Government time ICT staff time
17.2	95% of total calls answered.	Introduce corporate telephone answering protocol Use phone system to produce statistics to enable performance monitoring	31 st August 2006	DP/JG	Head of E-government time ICT staff time

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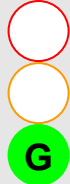
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
17.3	75% of correspondence responded to within 10 working days.	Introduce letter answering guidelines Introduce method of monitoring letter answering and producing statistics to support monitoring process	31 January 2007	DP/HB/JG	Staff time
Progress Update					
17.1 The average speed of answering calls for September was 35 seconds. An improvement on the 44 seconds for August.					
17.2 75% of calls were answered. Performance is stable, but below target.					
17.3 100%, although not many departments are using the system currently due to a lack of admin. Support. Working party looking at this issue.					

Ref	Action	Lead													Corrective Action	
			Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.		
17.1	Calls – 15 seconds															
17.1.1	Introduce telephone answering protocol	DP														Completed
17.1.2	Use phone system to produce statistics to enable performance monitoring	DP														Completed

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
17.2	Total calls (whole council)														
17.2.1	Introduce corporate telephone answering protocol	DP													Completed
17.2.2	Use phone system to produce statistics to enable performance monitoring	DP													ICT staff have under gone training to extract data from the system Statistics will be included in monthly reports to depts..
17.3	Letter answering														
17.3.1	Introduce letter answering guidelines	DP/HB													Guidelines will be included in the complaints handling procedure in the future. This action is linked to 15.1.3 A new completion date of 31 st Jan 2007 has been agreed
17.3.2	Introduce method of monitoring letter answering and producing statistics to support monitoring process	DP/HB													Monitoring will be undertaken as part of the complaints handling system This action is linked to 15.1.3 A new completion date of 31 st Jan 2007 has been agreed

Improvement Plan –September update Appendix 2

Human Resources and Organisational Development					
18.	Expected Outcome	Improved Governance.			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
18.1	Improved Member/Member and Member/Officer relations	Modern Councillor Programme - programme on target and take up by Members.	30/9/06	JP/HB	External consultant to be used – paid for by capacity fund All Group Leaders All Members
18.2	Improved Strategic Management by Members/SMT	Top Team Development Programme	Ongoing	JP/HB	Paid for by Capacity Building Fund CMT Members Senior HR Advisor IDeA
Progress Update Work progressing well on both the Modern Councilor Programme and the Top Team Development Programme.					

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
18.1	Improved Relations														
18.1.1	Paper to Council to get approval for “roles” and supporting training programme	JP/CA													Completed
18.1.2	Group leaders to undertake 1:1 interviews with Councillors for training needs analysis	JP/CA													Revised Training need analysis methodology agreed with group leaders 31 Nov 06
18.1.3	Write specification for supplier to deliver training programme	JP/CA													Completed
18.1.4	Agree supplier for delivery of training programme	JP/CA													LGUI Inlogov appointed Delivery of priority areas commencing in November
18.1.5	Commence implementation of training programme	JP													Modern Councillor Programme to be launched at November Full Council.
18.2	Improved Strategic Mgmt														
18.2.1	Top Team Development programme														

Improvement Plan –September update Appendix 2

Human Resources and Organisational Development					
19.	Expected Outcome	Suitably Skilled Workforce			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
19.1	Improved knowledge and competence of staff. <ul style="list-style-type: none"> • Programme on target for completion by 31 Mar. 08. • Percentage take up by staff 	Middle Management Training Programme Training Directory programme Management Development Strategy and Management Competencies	Management Development Strategy – Mid July 06 Management competencies – Developed September 06 Implemented 07	HP/CS	Training Officer All Middle Managers
19.2	Investors In People Reaccreditation	Action Plan to deliver improvements.	September 2007	JP	HR and OD Team / Responsible Officers on action plan.
19.3	Staff in better position to deliver service objectives Improved organisational capacity	Implementation of People Strategy and workforce plan Development & adoption of capability procedure Implementation of capability procedure (Including Manager training)	Workforce Plan Sept 06 Capability Procedure August 06 By January 07	JP JP J Pitman	Workforce planning currently due to be completed by October but can be done earlier if additional resources put in.

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Progress Update

Capability Procedure & Policy discussed with HoS and initial discussions with Union Liaison in July. Comments from all parties being received and considered. Implementation and training at end 2006/Jan 2007. Grievance/Disciplinary/Attendance Management procedures being updated for implementation at the end of 2006/Jan 2007. 3-year plan of review of all HR policies/procedures from 2006-2009. Single Status project underway. Steering Group in place, benchmark jobs identified and training imminent. WMLGA supporting.



Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
19.1	Competence														
19.1.1	New management development strategy agreed	JP													Agreed by CMT
19.1.2	Approval of the "Bromsgrove Way"	JP													Approved.
19.1.3	Management competencies developed	JP													Agreed by CMT Union consultation October Due at Cabinet in December
19.1.4	Launch of Management Competencies at forum in December	JP													
19.1.5	Develop succession planning policy	JP													Re-programmed due to capacity issues.

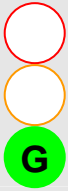
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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
19.2	IIP														
19.2.1	Develop IIP action plan	JP/HP													Completed.
19.2.2	Submit action plan to assessor	JP/HP													Completed.
19.2.3	Implement actions from staff survey	JP/HP													From a total of 39 actions there are 20 remaining to be delivered
19.2.4	New staff survey	JP/LS													
19.3	Capacity														
19.3.1	Implement people strategy – through HR action plan	JP													Completion of tasks on-going.
19.3.2	Develop workforce plan	JP													Re programmed t create capacity for managers date moved to April 07

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
19.3.3	Develop and implement capability policy	JP/LS													Complete subject to training CMT and unions have been consulted on proposed policy Training in new year Training in the New Year
19.3.4	launch and training capability policy –	JP/HP													Training to take place in Dec

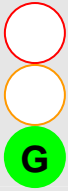
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Human Resources and Organisational Development					
20	Expected Outcome	Improved Performance in Key HR Measures			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
20.1	Average numbers of working days lost due to sickness (BV12) <ul style="list-style-type: none"> • Third quartile to top quartile 	New sickness absence policy developed Pilot for new approach to sickness absence in the Depot based on “trigger” points. Heads of service to get monthly sickness absence management reports HR to proactively identify people with sickness issues, raise with, support and advise managers. Use of payroll system in analysing sickness absence.	End of August Mid July 06 July 06 onwards July 06 onwards Oct 06	JP	HR, HoS, managers, trade unions, occupational health and officer time. HR, HoS, Depot Managers, trade unions. HR, officers, TUs, CMT, Cabinet.
Progress Update Revised absence reporting techniques introduced April 2006 and reviewed August 2006. Attendance Management Policy revised, to be trailed at Depot August to September 2006 and then discussed with Unions for full implementation and training October – December 2006. Quick wins proposals for short term attendance management being put forward weekly by HR & OD for discussion at CMT.					

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
20.1	Sickness														
20.1.1	Send out regular monthly information to HoS – July 06	JP													On-target.
20.1.2	Pilot “triggers” in the Depot – July 06	JP													On-target.
20.1.3	Identify quick wins for reducing sickness absence levels	JP													Discussed at CMT, but decided to pursue “triggers” route.
20.1.4	Develop new sickness policy – August 06	JP													Back on track Structured process for consultation and adoption introduced
20.1.5	Adopt new sickness absence policy	JP													Out to consultation and re-programmed to allow more time for unions.
20.1.6	Provide training on new policy and support documentation	JP													Training to be reviewed to ensure appropriate balance between training and delivery.

Improvement Plan –September update Appendix 2

Financial Services					
21.	Expected Outcome	Improved Financial Management and an Improved Benefits Service.			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
21.1	Overall score of 2 on Use of Resources including 2 for VFM.	Development and implementation of action plan.	July 06- June 07	JP/HSC/NS	Value for money support from external team
21.2	DWP Score 3 for Benefits Service	To improve the DWP Performance Standard to Level 3. This involves achieving Level 3 (or above) for Performance Measures and Level 2 (or above) for Enabler Score.	June 2007	JP/AB + new R&B Service Manager	Interim R&B service Manager
21.3	Reduction in days taken for processing new benefits claims (BV78a).	To improve the 2005/06 PI from Quartile 3 to Top quartile	June 2007	JP/AB + new R&B Service Manager	Interim R&B service Manager
21.4	Reduction in days taken for processing changes in claimant's circumstances (BV78b).	To improve the 2005/06 PI from 3 rd Quartile to top quartile	June 2007	JP/AB + new R&B Service Manager	Interim R&B service Manager
Progress Update					
21.1	Sign of from KPMG of unqualified opinion received from KPMG within statutory deadline Team working with managers to continue to improve financial monitoring awareness in the Council .				
1.2	Work is ongoing towards the achievement of DWP performance standard level 3. Workflow being tested for benefits with implementation due October BDC now working with WCC and pensions service on third age project				
21.3	The September is 34.19 days with the average for the year being 33.36 days				
21.4	The July performance is 8.42 days with the average for the year being 10.66.				

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.1	Use of Resources														
21.1.1	KLOE 1 Financial Reporting Statement of Accounts for 2005/06 to be presented to Cabinet and Council before 30 th June 2006	JP													Completed.
21.1.2	KLOE 1 Financial Reporting High level review by ASM and HOF	JP													Completed.
21.1.3	KLOE 1 Financial Reporting Working papers to be prepared in line with "Prepared by Client" list supplied by KPMG and to be ready for commencement of audit on Monday 21 st August 2006	JP													Opinion received unqualified 30 th September.
21.1.4	KLOE 1 Financial Reporting Detailed closedown timetable prepared and monitored through process.	JP													

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.1.5	KLOE 1 Financial Reporting Covering report to SOA to highlight issues.	JP													Completed
21.1.6	KLOE 1 Financial Reporting SOA on Website	JP													Completed
21.1.7	KLOE 1 Financial Reporting Liaise with Asst Chief Executive on the most appropriate forum to consult with stakeholders regarding production of summary accounts.	JP													ACE agreed to undertake as part of Customer Panel work in November.
21.1.8	Kloe 2 Financial Management Continued preparation of 3 year Medium Term Financial Plan in line with corporate objectives. Detail reports to cabinet including draft Budget Book linking Council objectives and PI's As part of service review, sensitivity analyses of income streams and assessments of likely future income.	JP													



Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.1.9	Kloe 2 Financial Management Develop cash flow forecasts	JP													Cash flow delayed D due to audit of accounts and financial monitoring reports to be commenced in October
21.1.10	Kloe 2 Financial Management Quarterly reports to Performance Management Board linking financial information to performance (BVPI's corporate Health and Service Business plans)	JP													PMB reviewed integrated performance and financial report 21 st August 2006

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.1.11	<p>Kloe 2 Financial Management Annual Report to Cabinet (under capital strategy the Capital Asset Project Group has responsibility for asset management) covering</p> <ul style="list-style-type: none"> all land and building held Rolling programme of survey and valuation for maintenance, SOA purposes and legislation e.g. DDA Identification of surplus assets Assets held to service delivery (also link to service reviews) Condition of assets including estimation of useful life and backlog maintenance 	JP													

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.1.12	Kloe 3 Financial Standing Minimum level of working balances and expected use of reserves and balances included within budget report	JP													
21.1.13	Kloe 3 Financial Standing Reserves and Balances to be included within quarterly Monitoring reports to PMB.	JP													PMB integrated performance and financial report 21 st August 2006 included position on reserves and Balances
21.1.14	Kloe 3 Financial Standing Council tax and NNDR collection rates targets as part of BVPI's. Management of Sundry debt levels. Information to be sent to HoS on monthly basis as part of monitoring information on level of outstanding debt.	JP													Monthly monitoring reports sent to budget holders contain info on sundry debt

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.1.15	KLOE 4 Internal Control Completion of Corporate and operational risk registers and report to Audit Board	JP													Risk registers complete to November 06 Audit Board
21.1.16	KLOE 4 Internal Control Audit Board charged with responsibility of promoting internal controls.	JP													Internal control framework reported to Audit Board
21.1.17	KLOE 4 Internal Control All reports to Members to have been considered for legal issues before presentation.	JP													Reports are circulated for support service consultation prior to member discussion
21.1.18	KLOE 4 Internal Control HoS to be carry out their view of the operations of internal controls within their area and provide assurance to S151 officer.	JP													
21.1.19	KLOE 4 Internal Control Audit Board charged with development of anti-fraud culture. Fraud Newsletter to be produced on quarterly basis.	JP													Fraud newsletter produced and circulated to all staff

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.1.20	KLOE Value For Money Quarterly reports to PMB to link costs to performance and to identify potential overspend with actual plans to address	JP													PMB integrated performance and financial report 21 st August 2006 included details of action to reduce overspends.
21.1.21	KLOE Value For Money Develop VFM Strategy	JP													Assessment submitted to KPMG for review Strategy in draft
21.1.22	KLOE Value For Money Investigate Audit Commissions on line VFM profile tool	JP													VFM advisor to undertake analysis of profiles and to facilitate VFM sessions for officers and members
21.1.23	KLOE Value For Money Budget preparation links resources to corporate and business plans	JP													

Improvement Plan –September update Appendix 2

21.2		DWP Performance Standard													
PERFORMANCE MEASURES															
Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.2.1	CLAIMS ADMINISTRATION New Claims over 50 days (PM2) – range 16%-9% -	AB/HL													Implement workflow for new claims to ensure that old claims are identified and processed in a timely way
21.2.2	Percentage of new claims decided within 14 days of receiving information (PM3) – 83%-90% -Implement new procedures for claims with team. Including more proactive communication with customers and external agencies	AB/HL													September actual 82% on target to increase actual as workflow now implemented and this will enable closer monitoring of decisions
21.2.3	-Benefits Support (Training) Officer to be recruited to coordinate plan across the section	AB/HL													



Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.2.4	Percentage of rent allowances claims paid on time or within 7 days of decision being made PM4 – 83%-90% Review criteria of cheque runs twice weekly	AB/HL													September year to date 82.6%. On target with the implementation of workflow to meet standard 3 by June 2007.
21.2.5	Percentage of cases for which the calculation of the amount of benefit due is correct PM6 – 98%-99% 25% of claims processed to be checked by management	AB/HL													Number of checks have increased Waiting for figures from DWP expected 30 th Oct Nov 06 reporting info from DWP
21.2.6	-Benefits Support (Training) Officer to be recruited to coordinate plan across the section	AB/HL													

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.2.7	PM7 HB overpayments – amount recovered during the period as % total amount of HB overpayments during period 79% Testing of system to enable reports to be run to establish PI	AB/HL													This quarter is the first time this year that the information relating to overpayments has been extracted from the system due to issues with the upgrade to Academy. The actual for Sept to date is 52.09%. See exceptions report for further commentary.
21.2.8	PM8 – amount of HB overpayments recovered during period as total amount of HB debt at end of period Testing of system to enable reports to be run to establish PI	AB/HL													Check with Jayne at CMT.
21.2.9	PM9 – amount of HB overpayments written of as % of total debt at end of period >5% Monthly monitoring in place by service manager	AB/HL													Actual September to date 1.73% This may increase next month as debts are reviewed more closely part of the overpayment officers role

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.2.10	SECURITY: PM10 Number of interventions for which review action has commenced since April 1 st . 91%-100% Team fully staffed to meet targets as set	MW													Number of interventions increasing due to the appointment of to the Welfare officer post. WHAT COLOUR IS SEPTEMBER?
21.2.11	PM11 % of data matches resolved within 2 months 86%-90% System to be reviewed with ICT & Academy – new release will solve issue	MW													
21.2.12	Number of claimant visited PM12 91%-100% Team fully staffed to meet targets as set	MW													Actual for September 98 against target of 129 An element of shortfall to target is due to holiday period The fraud manager will identify validity if achieving target f
21.2.13	PM16 Number of successful sanctions per 1000 caseload 2.9-4.2 Team fully staffed to meet targets as set	MW													Actual Sept 4.46 successful sanctions. WHAT COLOUR IS SEPTEMBER?

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.2.14	PM13 No of fraud referrals per 1000 caseload Every 3 months advert placed ion local press to ask for info on benefit cheats/fraud	MW													Actual Sept 27.87 against a target of 19 per '000 caseload . WHAT COLOUR IS SEPTEMBER?
21.2.15	PM14 no o fraud investigators employed per 1000 caseload Team fully staffed to meet targets as set	MW													Fraud team now fully staffed and new members are being trained on the sanctions to be undertaken.
21.2.16	PM15 no of fraud investigations per 1000 caseload Team in place therefore improvements	MW													

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.2.17	<p>USER FOCUS</p> <p>PM17 % of applications for reconsideration / revision actioned and notified within 4 weeks 60%-65%</p> <p>Employed a temp to clear backlog of submissions to the tribunal service – as team now fully staffed we will be able to address within target</p>	AB/HL													
21.2.18	<p>PM18 % of appeals submitted to the tribunal service within 4 weeks 60%-65%</p> <p>Employed a temp to clear backlog of submissions to the tribunal service – as team now fully staffed we will be able to address within target</p>	AB/HL													

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.2.19	<p>PM19 % of appeals submitted to the tribunal service within 3 months 90%-95%</p> <p>Employed a temp to clear backlog of submissions to the tribunal service – as team now fully staffed we will be able to address within target</p>	AB/HL													

Improvement Plan –September update Appendix 2

ENABLERS															
Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.2.20	CLAIMS PROCESSING E9 Quality Checks	AB/HL													September performance at top standard
21.2.21	E10 User quality checks to improve performance	AB/HL													September performance at top standard
21.2.22	E3 –E5 Gathering information														September performance at top standard
21.2.23	USER FOCUS E38-E39 Benefit Take Up E49 Complaints														
21.2.24	RESOURCE MANAGEMENT E55/56 Providing for a skilled and competent workforce E57/58 Value for Money E59/60 ICT Systems	JP													

Improvement Plan –September update Appendix 2

21.3 New Benefits Claims															
Ref	Action	Lead	Jul.	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.3.1	New procedural guidelines to be produced detailing timescales. This includes more proactive communication with customers and external agencies	AB/HL													Performance actual to Sept 33.36 days achieved \performance standard 3 but on target for top quartile for June 2007
21.3.2	Allocate specific staff members to new claims	AB/HL													As above
21.3.3	Benefit form to have signed declaration so we can contact employer for information directly	AB/HL													As above
21.3.4	phone calls to employers to obtain pay details	AB/HL													As above
21.3.5	procedure for dealing with claimants whereby no earnings certificate has been provided	AB/HL													As above
21.3.6	reports required off Iclipse on a weekly basis - to be discussed in Management meetings weekly	AB/HL													As above
21.3.7	target dates required for document types in Iclipse	AB/HL													As above
21.3.8	Implement workflow for new claims	AB/HL													As above

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.4	Change of Circumstance														
21.4.1	New procedural guidelines to be produced detailing timescales. This includes more proactive communication with customers and external agencies	AB/HL													Performance actual to Sept at 10.66 days Achieved performance standard 43 but on target for June 2007
21.4.2	Allocate specific staff to COC responsibility	AB/HL													
21.4.3	Introduce workflow for Change of circumstances to allocate and monitor work processed	AB/HL													

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6th December 2006

Business Planning and Performance Management

Responsible Portfolio Holder	Leader
Responsible Head of Service	Acting Chief Executive

1. SUMMARY

1.1 This report seeks formal approval for:

- 1.1.1. the Business Planning and Performance Management process, as set out in Appendix 1, to be adopted for the foreseeable future; and
- 1.1.2. the Annual Timetable, as set out in Appendix 2, to apply in future.

2. RECOMMENDATION

2.1 That Executive Cabinet:

- 2.1.1. approve the summary outline expressed as “Business Planning and Performance Management in a nutshell” as set out in Appendix 1;
- 2.1.2. adopts an Annual Timetable based upon the example for 2007/08 as set out in Appendix 2
- 2.1.3. ensure that the proposals set out in Appendices 1 and 2 be adhered to for at least one year.

3. BACKGROUND

3.1 Considerable effort is being expended by the Council particularly as regards its monitoring arrangements as it seeks to improve the quality and effectiveness of service delivery. Whilst significant improvements have been made over the last 9 months the Council has yet to adopt best practice in terms of Business Planning and a smart and integrated system of monitoring.

3.2 The proposals set out in this report are based on guidance received from the Improvement Director and seek to remedy this position and in particular are aimed at:

- Integrating financial and service planning and adopting a three year timescale for planning purposes;
- Bringing together information on financial performance, service indicator analysis and key actions to enable monitoring to occur on a timely and integrated basis; and
- Adopting realistic timescales recognising the resources available to the Council.

3.3 They also ensure that the appropriate roles are played by both officers, at Departmental and Corporate Management Team levels and Members in the form of the Cabinet and the Performance Management Board and that effective input is made at the most appropriate time

3.4 The proposals are akin to the practices adopted by the highest performing Council's and comply with the models expected by the CPA process. These proposals do not detract from what has been done thus far but seek to give management the space to address issues of poor performance.

4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications arising from the proposals but they will enable the Council the Council to manage its affairs more effectively.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications

6. CORPORATE OBJECTIVES

6.1 Adoption of the proposals in this report will enable the Council to meet its Corporate Vision of "Working together to build a District people are proud to live and work in, through community leadership and excellent services".

6.2 The adoption of the proposals set out will enable the Council to improve its CPA score once established.

7. RISK MANAGEMENT

7.1 Publishing plans three years ahead does contain risks in a political environment however these are more than offset by the benefits that arise.

8. CUSTOMER IMPLICATIONS

8.1 The adoption of the proposals brings greater clarity and focus to staff, partners and service users and improves the quality of information available to the members and the public.

9. OTHER IMPLICATIONS

Procurement Issues - None
Personnel Implications - None
Governance/Performance Management - Clear improvement
Community Safety including Section 17 of Crime and Disorder Act 1998 -None

Policy - None
Environmental - None
Equalities and Diversity - None

10. **OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	Yes
Acting Chief Executive	Yes
Corporate Director (Services)	Yes
Assistant Chief Executive	Yes
Heads of Service	Yes as Corporate Management Team
Head of Financial Services	Yes
Head of Legal & Democratic Services	NO
Head of Organisational Development & HR	NO
Corporate Procurement Team	NO

11. **APPENDICES**

Appendix 1 Business Planning and Performance Management in a Nutshell

Appendix 2 Business Planning and Performance Management Annual Timetable

12. **BACKGROUND PAPERS**

None

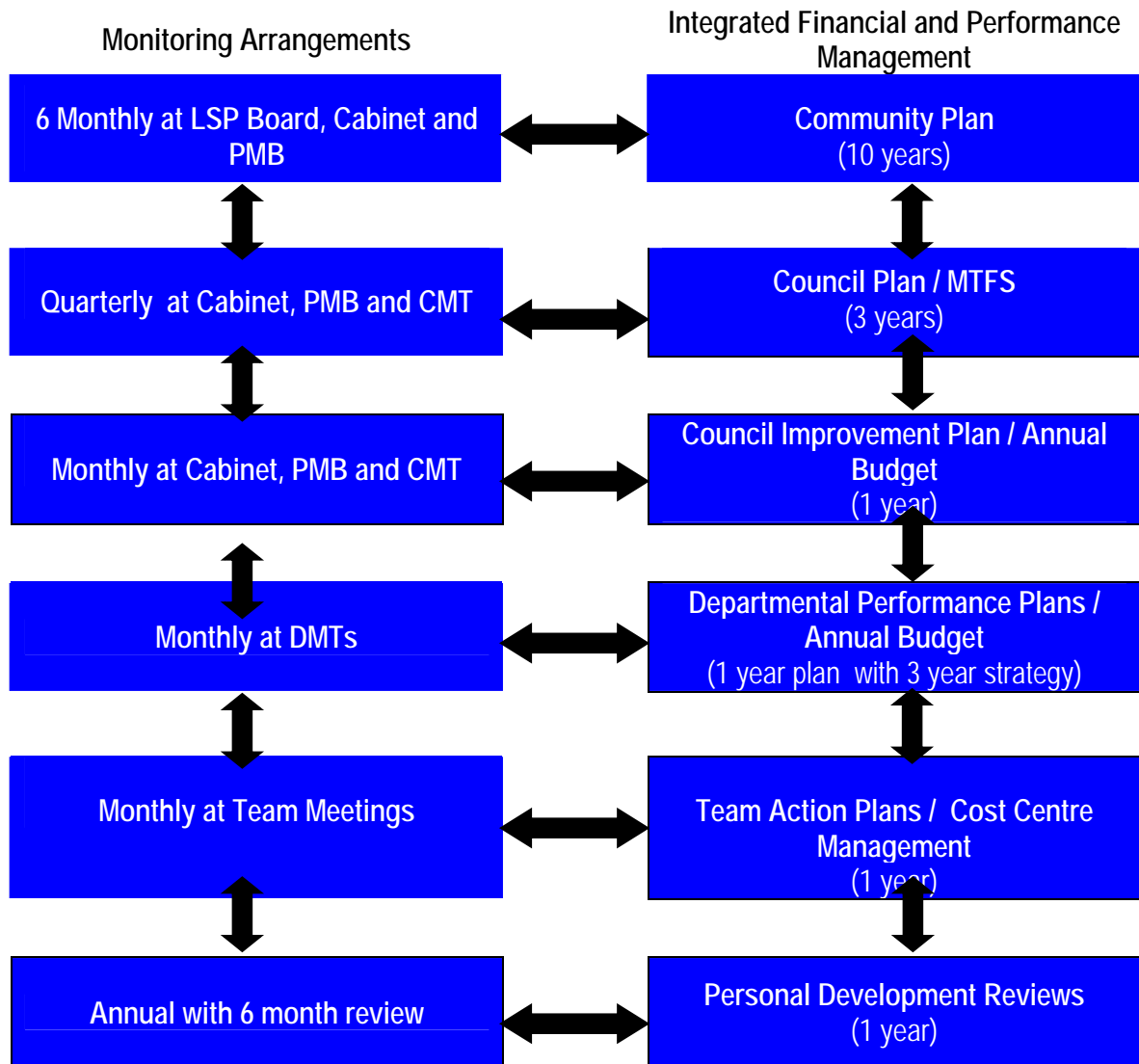
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The Business Planning and Monitoring Process in a nut shell

Planning

1. The Council like all local authorities is required to produce numerous plans and is influenced by the plans of other organisations.
2. The key plan of the Council is the Council Plan (or Corporate Plan). It is heavily influenced by the Community Plan, individual statutory Service Plans, and major specific project Plans. It sets out the Council's vision, values, key priorities, the resources available and the actions required and performance standards to be achieved.
3. The content is also directly influenced in Bromsgrove's case by the content of the Council's Improvement Plan which is a separate detailed document which highlights key actions needed to improve performance and service delivery.
4. Underpinning the Council Plan are individual Service Business Plans which set out in more detail how the issues highlighted in both the Council Plan and the Improvement Plan are to be achieved and to what standard. In addition more detailed service specific information is set out to inform and guide management action on service issues which although operationally important are in themselves not identified as corporate priorities in the Council Plan or Recovery Plan.
5. While a detailed capital and revenue budget analysis exists, the summary service financial information shown in the Council Plan is the basis for corporate financial monitoring with more detailed monitoring being undertaken by Departmental Management Teams.
6. The Council Plan and the Improvement Plan are subject to formal approval by the Council. The Cabinet is responsible for approving the key Actions and Service Standards sections of individual Service Plans.
7. The plans also form the basis for the objectives set for Council officials against which they are appraised.
8. The above is set out in the following diagram:-



Monitoring

9. Departmental Management Teams are required to monitor their performance against the Council Plan, the Improvement Plan and their own Service Plan on a monthly basis. Some service issues which are sensitive or difficult to fully control are subject to more frequent monitoring. Progress is discussed monthly with the Cabinet portfolio holder.
10. Performance against the Council Plan is reported to the Corporate Management Team on a monthly basis with a quarterly summary report going to the Council’s Cabinet and the Performance Management Board. Reports cover resources, progress on key actions and service performance data.
11. Performance against Departmental Service plans is undertaken by Departmental Management teams (with staff from central support functions e.g. finance being available at the meeting to give advice) and any significant service or additional financial performance issues are drawn to the attention of the Corporate Management Team for upward reporting if necessary.

12. Performance against the Improvement Plan is reported monthly to Corporate Management Team, the Cabinet, the Council's Performance Board and the Government Monitoring Board.
13. The monitoring of staff performance is achieved through the staff appraisal process which is annual with a half yearly review.

Outline Business Planning and Performance Management Annual Timetable

Outline for actions in the year 2007/08 shown

DATE	ACTION OR EVENT	PERIODS AFFECTED			
		2006/7	2007/8	2007/10	2008/11
March 07	-Set Council Tax (includes revenue and Capital budgets)		Y		
April 07	-Council Plan and Service Business plans published -Issue Council Imp Plan (See Separate timetable)		Y	Y	
June 07	-Financial Out turn 2006/7 revenue and capital reviewed and reported -KPI's Out turn reviewed and reported -BVPP and Council results reported -Month 1 monitoring report (finance; key actions and PI's to CMT ** -Month 1 Imp Plan monitoring report to CMT Cabinet and PMB**	Y Y Y	Y		
Aug 07	-First quarterly monitoring report to Cabinet and PMB (covering finance; key actions and PI's) -Detailed budget timetable issued (see separate document)		Y		Y
Sept 07	-Financial prospects reported and draft medium term Financial Plan updated -Budget Remit set			Y	Y Y
Oct 07	-Draft options for growth and savings considered by CMT having regard to Council and service priorities				Y
Nov 07	-Star chamber meetings with				Y

	Majority group -Budget Options reported to the Council prior to public consultation -Preparation of draft Service Business Plans and Council Plan -Second quarterly monitoring report to CMT ,Cabinet and PMB				Y Y
Dec 07	-Public Consultation re 2008/09 budget -Scrutiny review of budget				2008/09 2008/09
Jan 08	- Finalise Council <ul style="list-style-type: none"> • Budget • Service Plans • Council Plan 				Y Y Y
Feb 08	- Third quarterly monitoring report to CMT, Cabinet and PMB		Y		
March 08	-Set Council Tax -Distribute Council Plan and Service Plans -Finalise Staff Objectives and complete PDR's				2008/09 Y 2008/09
April 08	Process starts again as above				
May 08	-Fourth quarterly monitoring report to CMT, Cabinet and Council		Y		
	** These reports are repeated monthly but not shown here to avoid cluttering this document				

BROMSGROVE DISTRICT COUNCIL

06 DECEMBER 2006

EXECUTIVE CABINET

QUARTER 2 2006 - PERFORMANCE INDICATORS

Responsible Portfolio Holder	Councillor Roger Hollingsworth Leader of the Council
Responsible Head of Service	Hugh Bennett Assistant Chief Executive

1. SUMMARY

1.1 To report to the Cabinet on the Council's performance at 30 September 2006 (quarter 2).

2. RECOMMENDATION

2.1 That the Cabinet considers the corrective action being taken.

2.2 That the Cabinet notes that 52% of indicators are improving or stable as at 30 September 2006 (72% if we take out those indicators that cannot be reported on).

2.3 That the Cabinet notes that 39% of indicators are achieving their targets at quarter 2 (or 56% if we take out those indicators that cannot be reported on).

2.4 That the Cabinet considers and agrees the revised targets for performance indicators as set out in section 4.7 of the report.

3. BACKGROUND

3.1 This is the first time that performance indicators have been reported to Cabinet since the creation of the Performance Management Board. On the advice of the Improvement Director, performance indicators will now be reported to both Cabinet and PMB each quarter.

4. PROGRESS IN SEPTEMBER 2006

4.1 Overall performance as at the end of quarter 2 (30th September 2006) is as follows:-

Position at Quarter 2	No.	%
Improving or stable	60	52%
Declining	23	20%
No data or annual	33	28%
Total	116	100%

Position at Quarter 2	No.	%
On target	45	39%
Missing target by less than 10%	13	11%
Missing target by more than 10%	23	20%
No data or annual	35	30%
Total	116	100%

4.2 The full list of performance indicators (there are currently 116 reported) is set out in **Appendix 1**.

Where:-

	On Target
	Less than 10% from target
	More than 10% from target
	No target set

And

I	Performance is Improving
S	Performance is Stable
W	Performance is Worsening
N/a	No target set

4.3 The targets and actual performance are the cumulative position for each month. A predicted year end position is also provided. This is on the advice of the Lead Official. It is the year end figure which is used in Comprehensive Performance Assessments, so it makes sense to look at the cumulative and predicted year end position throughout the year. Portfolio Holders have been provided with an Excel spreadsheet which

provides the monthly figures. These will have been discussed with Heads of Service at their monthly meetings.

4.4 The number of indicators reported is currently too high at 116; however, the Assistant Chief Executive has a part time temporary member of staff starting on 06 November (to fill an existing vacancy), which should enable work to be undertaken the number of indicators and an improved analysis of the information.

4.5 Generally, the Council's performance is improving. Some particularly good examples are as follows:-

- there has been a significant improvement in Planning's performance during the second quarter, with the percentage of minor applications determined within 8 weeks improving from 37% to 77% (with the monthly figure for September being 97%);
- the % of calls answered at the Customer Service Centre has improved from 69.12% at quarter 1 to 75% at quarter 2;
- the number of missed bins for the month of September was 111, compared to 228 for the month of June

4.6 CMT has identified the following indicators as key areas of concern:-

Ref.	Indicator	Issue and Corrective Action
BV76a	Number of benefits claimants visited per 1,000 caseload.	The original target was to hit the top quartile; however, to achieve the DWP target 3 of 912 visits for 2006/07 equates to a target of 194. The Head of Financial Services would request Cabinet accept an adjustment to the target accordingly.
BV78a	The average number of days taken for processing new claims.	We had achieved above DWP and BDC standard for July and August. The September downturn is due to the holiday period and a vacancy within the team which has now been filled. Expected start date is November.
BV79	The percentage of benefits cases for which the amount was calculated correctly, recovered and written off.	There has been a problem with producing management information for BV79 (which breaks down into 4 sub-targets), due to a system problem that has now been resolved. Reporting should start in October. Also, a more realistic target of 55% (rather than the current 79%) is required for BV79bi as this is compliant with the DWP standards and more deliverable for the Council.

BV170a	The number of visits/usage of museums and galleries per 1,000 population	The number of visits to our museum was identified as a problem at the joint Cabinet/CMT Improvement Plan away day in June. The average number of visits to a Museum run by district council's was 322 per 1,000 population, compared to our 25.
BV12	The average number of working days lost due to sickness.	The estimated outturn for the average number of days sick per employee is estimated to be over 11 days. This compares to an average of 9.59 days for all district councils and a CBI average in the region of 8 days. Action is being taken on a case by case basis with employees.
ICT	% of help desk calls closed within timescales.	Although September has shown a down turn in performance the overall trend remains on course to finish above the target for 2006/7 and also remains on course to finish above the final 2005/6 figure. The reasons for the downturn in performance are linked to the office moves that are currently being carried out as a result of the restructure. The problem has been compounded by late unauthorised changes to the agreed schedule leaving ICT with additional work to ensure that offices are operational. Additional pressures are reduction in staff resources due to holidays and staff leaving.
CSC	Telephone Service Factor (% of days in month TSF met)	The target is the % of days in the month that the speed of answering calls is 15 seconds or less. The target is 90% and the actual 42%; however, the speed of answering is improving. It was 76 seconds in quarter 1 and was 35 seconds in September, so the trend is good.

4.7 It is proposed that the targets for the following three PI's are changed as set out below :

Ref	Description	Current	Revised Target	Rationale
BV76a	Number of claimants visited, per 1,000 caseload	260	195	The current target is not achievable with the resources available and an increase in resources is unlikely in the current budget climate. It is therefore proposed to revise the target to 195. This will meet the DWP target for us to undertake a total of 912 visits for the financial year 06-07, which equates to a figure of 194.04 visits per '000 caseload. This is the target we must achieve under the DWP Performance Standards.
BV79bi	The percentage of recoverable Housing Benefit (in-year) overpayments that have been recovered.	79%	55%	There are difficulties in calculating this indicator, for instance when an overpayment is raised recovery does not commence until one month following notification of the overpayment in order that a customer can exercise their rights of appeal. If a customer appeals against the overpayment recovery is suspended. In addition the Benefits Section cannot predict the number of overpayments created at any one time or the amount raised. DWP have not yet set a standard for authorities to meet therefore we have no basis to set a target other than looking at our performance and benchmarking with comparable reasonably performing authorities. We have benchmarked against 2 other LA's in order to arrive at the proposed revised target.
BV79bii	The percentage of recoverable HB (all-years outstanding) overpayments recovered.	55%	25%	As per BV99bi above

5. FINANCIAL IMPLICATIONS

5.1 No financial implications

6. LEGAL IMPLICATIONS

6.1 No Legal Implications

7. CORPORATE OBJECTIVES

7.1 Performance reporting and performance management contribute to achieving the objective of improving service performance.

8. RISK MANAGEMENT

8.1 There are no risk management issues

9. CUSTOMER IMPLICATIONS

9.1 None

10. OTHER IMPLICATIONS

Procurement Issues: None.
Personnel Implications: None
Governance/Performance Management: see 7.1 above
Community Safety including Section 17 of Crime and Disorder Act 1998: None
Policy: None
Environmental: None
Equalities and Diversity: None

11. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Acting Chief Executive	Yes
Corporate Director (Services)	Yes
Assistant Chief Executive	Yes

Head of Service	Yes
Head of Financial Services	Yes
Head of Legal & Democratic Services	Yes
Head of Organisational Development & HR	Yes
Corporate Procurement Team	<u>No</u>

12. APPENDICES

Appendix 1 Performance Indicators Quarter 2

13. BACKGROUND PAPERS

Quarter 1 report to August PMB.

CONTACT OFFICER

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Appendix 1 - Performance Indicators Quarter 2 2006/07

1 2 3 4 5 6 7 8 9 10 # 14 15 16 14 15 16 17 18 19 20

Ref	Description	HoS	2005/06			Quartile Data								2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median	Qtr 1 Target	Qtr 1 Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Sep. Target	Sep. Actual	Target &Trend	Target	

Planning - Top 45

BV106	The percentage of new homes built on previously developed land	DH	92	1	H	72	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Annual report. This is difficult to estimate, but a professional judgement will be provided for October's figures.		
BV109a	The percentage of major planning applications determined within 13 weeks	DH	35	4	H	59	55	33	S	55	59	I	55	61	I	55	55	Only 1 major application for Sept.	
BV109b	The percentage of minor planning applications determined within 8 weeks	DH	57	4	H	69	77	37	W	77	77	I	77	77	I	77	77	Dealt with 23 of the 28 applications received.	
BV109c	The percentage of other planning applications determined within 8 weeks	DH	67	4	H	85	89	65	W	89	75	I	89	87	I	89	89	This underlines the improved performance through the use of a consultant to deal with the straight forward applications together with the increased staffing capacity.	
BV179	The percentage of standard searches carried out in 10 working days	DH	100	1	H	100	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Indicator Deleted	n/a	n/a	BVPI deleted.
BV200a	Was a Local Development Scheme submitted by 28/03/05 and a 3 year rolling programme maintained	DH	Yes	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Yes	Yes	Annual report.	
BV200b	Have the milestones in the LDS been met	DH	No	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Yes	Yes	Annual report.	
BV200c	Has an annual monitoring report been published by December 2005	DH	Yes	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Yes	Yes	Annual report.	
BV204	The percentage of planning appeal decisions allowed	DH	32	3	L	29	40	38	W	40	33	S	40	33	S	40	36	No appeals dealt with in Sept.	
BV205	The percentage score against the quality of planning services checklist	DH	78	3	H	83	89	83	W	89	83	S	89	83	S	100	83	15 out of 18 points achieved. Target unachievable due to lack of Urban Design post, document Management system and IT issues meaning we cannot achieve Pendleton criteria.	
BV214	The percentage of homeless households who suffer homelessness within 2 years	DH	2.86	n/a	n/a	n/a	n/a	n/a	-	3	0	S	3	0	S	3	0	No cases of repeat homelessness reported to date so hope to reach target of 3.	

Housing Benefit and Council Tax Benefit - Top 45

BV76a	Number of claimants visited, per 1,000 caseload	JPK	215	3	H	222	65	39	W	108	71	I	129	98	I	260	196.00	This target was set to achieve top quartile. Fraud manager does not believe they will make this target as to high. To achieve DWP target 3 of 912 visits for the 06-07 year - equated to visits per 1000 caseload would give a target of 194.04
BV76b	Number of fraud investigators, per 1,000 caseload	JPK	0.45	n/a	n/a	n/a	0.48	0.54	I	0.56	0.53	W	0.56	0.53	S	0.56	0.56	Due to increased caseload during 2006/07 target revised in August to 0.56, Within 0.03% of revised target for year with current staffing structure
BV76c	Number of fraud investigations, per 1,000 caseload	JPK	47.50	2	H	41.20	16.96	8.90	W	20.83	19.57	I	25.00	25.95	I	67.87	67.87	On target for 2006/07 outturn
BV76d	Number of prosecutions and sanctions, per 1,000 caseload	JPK	10.00	1	H	4.00	1.69	1.74	I	3.54	3.61	I	4.25	4.46	I	6.79	6.79	Above target-quality investigations result in sanctions and prosecutions but not high volumes of files cleared. 76c and 76d contradict each other. 2006/07

Ref	Description	2005/06				Quartile Data									2006/07			Comments	
		HoS	Actuals	Quartile	Higher or lower	Median	Qtr 1 Target	Qtr 1 Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Sep. Target	Sep. Actual	Target &Trend	Target	Est. Outturn		Hit Annual Target?
BV78a	The average number of days taken for processing new claims.	JPK	37.81	3	L	33.00	35.78	35.06	I	35.78	28.28	I	35.78	33.36	W	35.78	34.00		We had achieved above DWP and BDC standard for July and August. April and June we have achieved above BDC target. The improvement is due to new procedures and the appointment of the Welfare Visiting Officer who is visiting claimants to collect information to support the new claim. This is making a significant impact on the speed of assessing claims. The September downturn is due to the holiday period and a vacancy within the team that has been appointed in November.
BV78b	The average number of days taken for processing changes in circumstances	JPK	11.88	3	L	8.80	10.80	14.77	W	10.80	8.68	I	10.80	10.66	I	10.80	10.80		We have achieved above BDC standard for the second quarter of the year and achieved above the DWP top performance for same quarter. The Welfare Visiting officer is also collecting information for reported change of circumstances where required and this has impacted on performance.
BV79a	The percentage of cases for which the amount of benefit due was calculated correctly.	JPK	96	4	H	98	99	92	W	99	Not available	Not available	99	Report available in October.	S	99	95.00		Management checks currently 20% of assessments processed. These stats are collated each quarter the return is completed in the month after the end of the quarter the accuracy performance is reported to the Council by the DWP. Return is based on accuracy checking of 125 randomly selected claims and is the percentage of accurate claims
BV79bi	The percentage of recoverable Housing Benefit (in-year) overpayments that have been recovered.	JPK	68.05	n/a	n/a	n/a	79.00	n/a	n/a	n/a	n/a	n/a	79.00	52.00	W	79.00	55.00		There has been a problem with the overpayments reports since April 2006. The reports are now running and are to be checked before report can be completed. Target has been reviewed as to the realistic setting of the performance. A request will be presented to members to reduce to 55% as this (DWP STATS)
BV79bii	The percentage of recoverable HB (all years outstanding) overpayments recovered.	JPK	47.39	n/a	n/a	n/a	55.00	n/a	n/a	n/a	n/a	n/a	55.00	17.00	W	55.00	20.00		There has been a problem with the overpayments reports since April 2006. The reports are now running and are to be checked before report can be completed. Target has been reviewed as to the realistic setting of the performance. A request will be presented to members to reduce to 55% as this (DWP STATS)
BV79biii	The percentage of recoverable HB (all years outstanding) overpayments written-off.	JPK	10.20	n/a	n/a	n/a	<6%	n/a	n/a	<6%	n/a	n/a	<6%	2.00	I	6.00	6.00		There will be an increase to the write offs in the last 2 quarters as debts are investigated for options to recover

Waste and Cleanliness - Top 45

BV82ai	The percentage of household waste that has been recycled	MB	19.95	1	H	15.60	21.50	17.95	W	21.50	19.20	I	21.50	19.14	W	21.50	21.12		Due to seasonal variance, recycling percentage should now start to see a gradual increase to meet end of year target
BV82aii	The tonnage of household waste that has been recycled	MB	8,362	n/a	n/a	n/a	2,253	2,028	W	3,773	3,393	I	4,536.806	4058.94	W	9010.52	8,144		Tonnage of recyclables 10.5% within target for September. Estimated outturn likely to be within 10%
BV82bi	The percentage of household waste that has been composted	MB	20.62	1	H	4.28	21.50	30.93	I	21.50	29.97	W	21.50	28.05	I	21.50	22.00		Composting percentage still overperforming and outturn target likely to be met despite seasonal variance for October - March
BV82bii	The tonnage of household waste that has been composted	MB	8641	n/a	n/a	n/a	225	3421	I	4342	4943	I	5408.443	5948.30	I	9010.52	8844		Composting tonnage still overperforming to date. Due to seasonal variance tonnage will decrease from October. End of Year outturn likely to be within 10% of target

Ref	Description	HoS	2005/06			Quartile Data			Qtr 1 Target	Qtr 1 Actual	Target & Trend	Aug. Target	Aug. Actual	Target & Trend	Sep. Target	Sep. Actual	Target & Trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median	Target	Est. Outturn										Hit Annual Target?			
BV84a	The number of kilograms of household waste collected per head of population	MB	469	4	L	411	111	122	I	193	195	W	222.500	233.78	I	445.00	445		Kg per head likely to be on target for end of year. SS&WM collect less waste during the second half of the year which will bring this BVI into target		
BV84b	The percentage change in the amount of household waste collected	MB	14.16	n/a	n/a	n/a	2.40	-5.60	I	4.00	-2.41	I	4.805	-3.37	I	9.61	4.62		Tonnages collected this year are proving to be on average 70 tonnes less month by month than previous year		
BV86	The cost of household waste collection	MB	71.19	4	L	42.01	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	70.00	Tbc		Waiting on verification from Finance - target not set as no previous data to compare with.		
BV91a	Percentage of households covered by kerbside collection of recyclables (one recyclable)	MB	91.90	3	H	97.70	92.13	92.13	S	92.78	93.14	I	92.95	93.22	I	94.00	94.00		Target of 94% set for year end. Performance showing a positive increase.		
BV91b	Percentage of households covered by kerbside collection of recyclables (two recyclable)	MB	91.90	n/a	n/a	n/a	92.13	92.13	S	92.78	93.14	I	92.95	93.22	I	94.00	94.00		Target of 94% set for year end. Performance showing a positive increase.		
BV199a	The proportion of land & highways assessed as having unacceptable levels of litter and detritus	MB	26%	3	L	15%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	20%	20%		PI calculated over a 4 month period: April - July 06. Next period Aug - Nov reportable December. Performance in at July was 17.65% (on-target).		
BV199b	The proportion of land & highways assessed as having unacceptable levels of graffiti visible	MB	60%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	5%	5%		PI calculated over a 4 month period: April - July 06. Next period Aug - Nov reportable December. Performance in at July was 13.59% (on-target).		
BV199c	The proportion of land & highways assessed as having unacceptable levels of fly-posting visible	MB	1%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1%	1%		PI calculated over a 4 month period: April - July 06. Next period Aug - Nov reportable December. Performance in at July was 1.31 (on-target).		
BV199d	The year-on-year reduction in number of incidents and increase in number of enforcement actions in relation to fly-tipping	MB	4%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Tbc	Tbc		PI calculated over a 4 month period: April - July 06. Next period Aug - Nov reportable December. Performance in at July was 3% (on-target).		

Environment and Environmental Health - Top 45

BV166a	The percentage score against the Environmental Health best practice checklist	DH	70.00	4	H	85.70	n/a	n/a	n/a	70.00%	70.00%	S	70.00%	70.00%	S	70.00	70.00%		A higher target will be set next year. This year concentrating on meeting statutory requirements which do not make up a large part of this indicator.
BV216a	The number of sites of potential concern with respect to land contamination	DH	1,812	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1,815	1,815		This figure is a snap shot taken on the 01 April and represents the number of potentially contaminated sites of concern within the District. The figure cannot change throughout the year.
BV216b	The percentage of identified sites for which sufficient details are available for decisions	DH	0.61	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2.00	2.00		This figure represents the number of sites for which "sufficient detailed information" is available to decide whether the remediation of land is necessary. The figure is expressed as a % of 216a and can change throughout the year.
BV217	The percentage of pollution control improvements to existing installations completed on time.	DH	100%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	90%	90%		For each process type there are a number of improvements (provisions) that must be made. Each of these provisions has a compliance date by which the improvements must be made. Whilst 100% performance was achieved last year, there are a number of new improvements that will need to be met this financial year. A realistic target of 90% has been set.
BV218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	MB	93%	n/a	n/a	n/a	95%	99%	I	95%	95%	W	95%	96%	I	95%	97%		September cumulative total is lower than monthly actual; however, performance has improved. Target reduced from 100% to 95%.
BV218b	The percentage of abandoned vehicles removed within 24 hours of legal entitlement	MB	100%	n/a	n/a	n/a	95%	91%	W	95%	92%	S	95%	94%	I	95%	86%		September cumulative total is lower than monthly actual; however, performance has improved. Target reduced from 100% to 95%.

Culture and Related Services - Top 45

Ref	Description	HoS	2005/06		Quartile Data								2006/07	2006/07	2006/07	Comments			
			Actuals	Quartile	Higher or lower	Median	Qtr 1 Target	Qtr 1 Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Sep. Target	Sep. Actual	Target &Trend		Target	Est. Outturn	Hit Annual Target?
BV170a	The number of visits/usage of museums & galleries per 1,000 population	RH	21.24	4.00	H	322.00	6.25	9.87	I	10.30	16.20	I	13.00	18.00	W	25.00	25.00		Monthly trend down post peak holiday season. Cumulative still ahead of target.
BV170b	The number of visits in person to museums & galleries per 1,000 population	RH	12.93	4.00	H	234.00	4.00	9.13	I	6.30	14.90	I	8.00	20.00	W	16.00	20.00		Monthly trend down post peak holiday season. Cumulative still ahead of target.
BV170c	The number of pupils visiting museums & galleries in organised school groups	RH	474.00	3.00	H	1179.00	150.00	261.00	I	280.00	261.00	S	300.00	261.00	S	600.00	600.00		Start of new school term following on from Summer holiday break. Cumulative now -13% on target.Action Plan being discussed with curator.
BV219a	The total number of conservation areas	RH	10	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	-	-	-	10	-		Annual . Further discussion required with Parks section.
BV219b	The percentage of conservation areas with an up-to-date character appraisal	RH	10	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	-	-	-	30	-		Annual . Further discussion required with Parks section.
BV219c	The percentage of conservation areas with published management proposals	RH	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	-	-	-	10	-		Annual . Further discussion required with Parks section.

Community Safety and Well-being - Top 45

BV126	The number of domestic burglaries per 1,000 households	RH	8.86	3.00	L	8.18	2.29	2.29	S	3.83	3.86	S	5.00	4.80	W	12.45	12.45		Annual target set by West Mercia Police and non-negotiable.
BV127a	The number of violent crimes per 1,000 population	RH	14.25	4.00	L	4.31	3.02	3.27	I	5.03	5.43	S	6.04	6.45	I	13.11	13.11		West Mercia Police and Community Safety Partnership planning to bring on target by year end.
BV127b	The number of robberies per 1,000 population	RH	0.44	n/a	n/a	n/a	0.09	0.09	S	0.16	0.19	S	0.25	0.23	I	0.63	0.63		West Mercia Police and Community Safety Partnership planning to bring on target by year end.
BV128	The number of vehicle crimes per 1,000 population	RH	9.71	4.00	L	3.42	2.52	2.82	S	4.21	4.97	W	5.06	5.71	I	10.17	10.17		West Mercia Police and Community Safety Partnership planning to bring on target by year end.
BV174	The number of racial incidents reported to the Council per 100,000 population	RH	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	Tbc		Corporate system needs to be established.
BV175	The percentage of those racial incidents that have resulted in further action	RH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	100	Tbc		Corporate system needs to be established.
BV225	The percentage score against a checklist for actions against domestic violence	RH	68%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	78%	78%		Annual
BV226a	The total amount spent on advice and guidance provided by external organisations	RH	£333,715	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	£338,225	-		Annual . No prediction, given financial nature of the indicator.
BV226b	The percentage of the money spent, given to organisation holding the CLS Quality Mark	RH	34%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	34%	-		Annual . No prediction, given financial nature of the indicator.
BV226c	The total amount spent on advice and guidance on housing, welfare benefits and consumer matters provided by the	RH	£32,521	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	£32,521	-		Annual . No prediction, given financial nature of the indicator.

Local Indicators - Top 45

LPI Planning	Score on Building Control performance matrix	DH	76.0	n/a	n/a	n/a	60.0	75.5	S	60.0	75.5	I	60.0	70.0	W	60.0	75.5		No change.
LPI CEO	Number of small business start ups	DH	40	n/a	n/a	n/a	6	18	I	10	20	S	12	23	I	25	30		Excellent Quarter 1 results. On target for the year.
LPI CEO	% of business survival rate	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	85	85		Annual figure only.
LPI Depot	% animal/debris cleared within timescales	MB	89%	n/a	n/a	n/a	95%	74%	W	95%	77%	I	95%	79%	I	95%	97%		September cumulative total is lower than monthly actual, however, performance has improved.

Ref	Description	HoS	2005/06			Quartile Data			Qtr 1 Target	Qtr 1 Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Sep. Target	Sep. Actual	Target &Trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median	Target	Est. Outturn										Hit Annual Target?			
LPI Depot	% of flytips dealt with in response time	MB	92%	n/a	n/a	n/a	95%	89%	I	95%	93%	I	95%	95%	I	95%	97%		September cumulative total is lower than monthly actual, however, performance has improved.		
LPI Depot	Number of missed household waste collections	MB	3113	n/a	n/a	n/a	300	513	W	500	793	I	650	904	I	1550	1570		Target changed in September to 150 per month as agreed with the Portfolio Holder.		
LPI Depot	Number of missed recycle waste collections	MB	802	n/a	n/a	n/a	300	175	I	500	330	W	600	371	I	1200	617		Slight increase in missed collections due to some staff and supervisor absence.		
LPI Depot	Number of missed trade waste collections	MB	205	n/a	n/a	n/a	30	11	I	50	14	I	60	14	S	120	32		The target is staying consistently below target. Once again, there are no missed trade collections this month.		
LPI Depot	Number of written complaints	MB	219	n/a	n/a	n/a	66	61	I	88	112	I	132	133	W	264	273		Slight increase this month in number of letters received.		
LPI Community Services	Number of attendances at arts events	RH	22,840	n/a	n/a	n/a	700	750	W	15,500	15,305	S	15,840	15,755	W	17,640	17,640		September down on last month. August activity peak month of year with Street Theatre, Bandstand programme etc. Cumulative only 0.5% behind target.		
LPI Sports Services	Dolphin Centre Usage	RH	458,197	n/a	n/a	n/a	106,927	107,307	I	193,683	199,905	I	237,032	243,920	S	474,045	474,045		Usages up on plan in 4 months, down in 2. Up progressively.		
LPI Sports Services	Haybridge Sport Centre Usage	RH	139,229	n/a	n/a	n/a	38,540	39,578	I	55,218	63,918	I	70,514	81,151	I	135,369	135,369		Usages up in 5 of 6 months - particularly strong August on target and August last year.		
LPI Sports Services	Woodrush Sports Centre Usage	RH	153,160	n/a	n/a	n/a	40,820	37,388	W	62,767	61,108	I	75,768	74,866	I	155,106	155,106		Poor performance on plan in April at -2769 uses. Improving trend in 5 months since. Now -902 usages.		
LPI Community Safety	Respond to emergency calls in 30 secs	RH	n/a	n/a	n/a	n/a	80.00%	96.36%	I	80.00%	96.79%	W	90.00%	97.20%	S	90.00%	90.00%		Industry national reporting standards		
LPI Community Safety	Respond to emergency calls in 1 minute	RH	n/a	n/a	n/a	n/a	98.50%	99.11%	I	98.50%	98.41%	S	98.50%	98.70%	I	98.50%	99.00%		Industry national reporting standards		
LPI Community Safety	Lifeline equipment installed within 5 days	RH	96%	n/a	n/a	n/a	95%	100%	I	95%	100%	S	95%	100%	S	95%	95%		Trend consistently above target.		
LPI Community Safety	Urgent Lifeline equipment installed in 24 hours	RH	100%	n/a	n/a	n/a	100%	100%	S	100%	100%	S	100%	100%	S	100%	100%		On target.		
LPI Transport Services	% responses to Excess Charge appeals in 3 days	MB	78%	n/a	n/a	n/a	100%	15%	I	100%	59%	I	100%	94%	I	100%	94%		Target changed in September to reply within 10 days as agreed with Portfolio Holder.		

BVPs - Corporate Health

BV2a	The level (if any) of the Equality Standard for Local Government to which the Authority conforms.	CF	1	n/a	n/a	n/a	1	1	S	1	1	S	1	1	S	2	2		On target.
BV2b	The duty to promote race equality, as a % of a scorecard.	CF	71	1	H	50	80	76	I	71	76	S	71	76	S	80	80		On target.
BV8	Percentage of invoices paid on time	JPK	92.66%	3	H	94.69%	100.00%	88.68%	W	100.00%	92.21%	I	100.00%	92.22%	I	100.00%	91.00%		Significant improvement on invoices paid late - reflects the new weekly procedures in place for monitoring. September figure was 93%.
BV9	Percentage of Council Tax collected	JPK	98.30%	2	H	98.10%	30.05%	30.41%	I	49.46%	49.28%	W	59.47%	58.81%	W	98.80%	9835.00%		Although slightly below target in August and September, overall progress on-line to hit 06/07 target.
BV10	Percentage of Non-Domestic Rates collected.	JPK	98.70%	3	H	98.81%	27.30%	28.24%	I	57.27%	48.16%	W	60.08%	59.30%	W	98.80%	99.60%		As above.
BV11a	The percentage of top 5% of earners: who are women	JP	16.88%	4	H	23.07%	24.00%	19.20%	I	24.00%	22.70%	W	24.00%	22.70%	W	24.00%	20.40%		This indicator is not cumulative - it is a snap shot at the end of each month. September based on 5 women in top 5%

Ref	Description	HoS	2005/06			Quartile Data			Qtr 1 Target	Qtr 1 Actual	Target & Trend	Aug. Target	Aug. Actual	Target & Trend	Sep. Target	Sep. Actual	Target & Trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median	Target	Est. Outturn										Hit Annual Target?			
BV11b	The percentage of top 5% of earners: from minority ethnic communities	JP	0.00%	4	H	0.00%	1.50%	0.00%	S	1.50%	0.00%	S	1.50%	0.00%	S	1.50%	0.00%		The Council is working with TMP on its branding for recruitment to improve contact with all potential applicants		
BV11c	The percentage of top 5% of earners: with a disability	JP	0.00%	n/a	n/a	n/a	1.00%	4.40%	I	1.50%	4.55%	I	1.50%	4.55%	S	1.50%	4.40%		The Council is working with TMP on its branding for recruitment to improve contact with all potential applicants		
BV12	The average number of working days lost due to sickness.	JP	10.27	3	L	9.59	2.30	2.88	W	4.40	4.65	I	5.16	5.55	W	9.50	11.10		Projected figure with quarters 1, 2 and 3 having a target of 2.3 and the 4th quarter a target of 2.6 - total projected figure of 9.5		
BV14	The percentage of employees retiring early (excluding ill-health)	JP	1.50	4	L	0.41	1.00	0.00	I	1.00	0.00	S	1.00	0.29	W	1.00	0.29		This is actual numbers of staff retiring early within the pension scheme (1 person in September)		
BV15	The percentage of employees retiring on grounds of ill-health	JP	0.60	4	L	0.28	0.30	0.00	I	0.30	0.00	S	0.30	0.00	S	0.30	0.00		This is actual numbers of staff retiring on health grounds within the pension scheme		
BV16a	The percentage of employees with a disability	JP	0.00	4	H	0.03	1.20	1.24	I	1.20	1.18	S	1.20	2.20	I	1.20	1.20		This is a snap shot at the end of each month - relates to 9 employees - this has increased from the personal information forms recently completed and staff identified themselves as having a disability		
BV16b	The percentage of the population with a disability (Census 2001)	JP	11.73	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	11.73	n/a	n/a	Information provided by Census - not controlable, so no outturn predicted.		
BV17a	The percentage of employees from minority ethnic communities	JP	0.70	4	H	1.40	1.00	1.00	I	1.00	0.95	S	1.00	0.98	I	1.00	0.98		This is a snap shot at the end of each month - relates to 4 employees		
BV17b	The percentage of population from minority ethnic communities (Census 2001)	JP	2.18	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2.18	n/a		Information provided by Census - not controlable, so no outturn predicted.		
BV156	The percentage of Authority buildings' public areas that are suitable and accessible to the disabled.	AB	75.00%	n/a	n/a	n/a	80.00%	n/a	n/a	n/a	Not known.	n/a	80.00%	Not known.	Not known.	85.00%	Results of survey required.		Figures unreliable. SCOPE have undertaken a survey which has cost implications which need to be considered by CMT and Members.		
BV157	The percentage of interactions that are enabled for electronic delivery.	DP	70.34%	2	H	75.00%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Indicator Deleted	Indicator Deleted	Indicator Deleted	Indicator deleted.		

Local Indicators - Corporate Health

LPI Corporate	% of reply cards sent in agreed time	HB	98.78%	n/a	n/a	n/a	75.00%	100.00%	I	75.00%	100.00%	I	75.00%	100.00%	I	80.00%	95.00%		Working party established to look at this issue. Admin. support to support a manual system appears to be an issue.
LPI Corporate	% of full responses sent within 10 days	HB	66.26%	n/a	n/a	n/a	75.00%	67.86%	W	75.00%	73.00%	I	75.00%	88.00%	I	75.00%	73.00%		Monitoring system in place.
LPI Legal Services	% draft S106 sent out within 10 days.	CF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	90.00%	100.00%	S	90.00%	100.00%	S	90.00%	90.00%		None received.
LPI Financial Services	Financial monitoring reports sent to members	JPK	100.00%	n/a	n/a	n/a	100.00%	100.00%	S	100.00%	100.00%	S	n/a	n/a	n/a	100.00%	100.00%		This will not be able to be completed until November 2006.
LPI Financial Services	Number of days to do systems and account reconciliations	JPK	4.74	n/a	n/a	n/a	5.00	3.00	I	5.00	3.00	I	4.00	3.00	I	4.00	4.00		Recs all complete.
LPI Financial Services	Number of weeks to do NDR & CTax reconciliations	JPK	3.75	n/a	n/a	n/a	4.00	3.00	I	4.00	3.00	S	4.00	4.00	W	4.00	4.00		Recs all complete within timescale. Has drooped to 4 weeks due to delay in information being provided.
LPI Financial Services	% of audit assignments completed in timescale	JPK	79.00%	n/a	n/a	n/a	95.00%	100.00%	I	85.00%	100.00%	S	85.00%	89.00%	W	85.00%	85.00%		One audit not completed to schedule.
LPI Financial Services	% of the scheduled audit plan delivered	JPK	73.00%	n/a	n/a	n/a	14.00%	3.00%	W	14.00%	13.00%	I	37.00%	30.00%	I	85.00%	85.00%		Unable to complete due to departments needing to sign off reports.

Ref	Description	HoS	2005/06		Quartile Data		2006/07			2006/07			Comments						
			Actuals	Quartile	Higher or lower	Median	Qtr 1 Target	Qtr 1 Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend		Sep. Target	Sep. Actual	Target &Trend	Target	Est. Outturn	Hit Annual Target?
LPI Human Resources	% of staff appraisals undertaken	JP	74.48%	n/a	n/a	n/a	-	-	-	100.00%	99.00%	I	100.00%	99.00%	S	100.00%	99.00%		Based on 2005/06 PDRs completed by the end of August 2006.
LPI Human Resources	% of staff turnover	JP	18.80%	n/a	n/a	n/a	2.80%	2.73%	I	5.54%	5.37%	I	6.65%	6.84%	W	13.30%	13.68%		Cumulative figure using number of leavers.
LPI IT Services	% of helpdesk call closed within timescales	DP	84.95%	n/a	n/a	n/a	82.50%	94.92%	I	82.50%	93.06%	W	82.50%	72.54%	W	82.50%	89.64%		Although September has shown a down turn in performance the overall trend remains on course to finish above the target for 2006/7 and also remains on course to finish above the final 2005/6 figure. This reasons for the downturn in performance are linked to the Office moves that are currently being carried out

Local Indicators for Customer Service Centre

CSC	Monthly Call Volumes Customer Contact Centre	DP	n/a	n/a	n/a	n/a	No Target	11,138	n/a	No target	7,142	I	No target	7,179	I	No target	-		Call volume is falling. Monthly figure.
CSC	Monthly Call Volume Council Switchboard	DP	n/a	n/a	n/a	n/a	No Target	7,253	n/a	No target	8,803	W	No target	7,614	W	No target	-		Call volume is falling. Monthly figure.
CSC	Resolution at First Point of Contact all services	DP	n/a	n/a	n/a	n/a	80.00%	79.14%	I	80.00%	82.03%	W	80.00%	84.00%	I	80.00%	80.00%		On target. Monthly figure.
CSC	Resolution at First Point of Contact Telephone	DP	n/a	n/a	n/a	n/a	80%	79.06%	I	80%	78.94%	W	80%	83.00%	I	80%	80%		On target. Monthly figure.
CSC	Resolution at First Point of Contact Face to Face	DP	n/a	n/a	n/a	n/a	80%	80.84%	I	80%	93.52%	W	80%	91.00%	W	80%	80%		On target. Monthly figure.
CSC	Customer Satisfaction Rating	DP	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Annual figure.
CSC	Telephone Service Factor (monthly target)	DP	n/a	n/a	n/a	n/a	80%	33.19%	I	80%	48.96%	I	80%	53.00%	I	80%	65%		Continual improvement made and trend is positive on a month by month basis
CSC	Telephone Service Level (% of days in month TSF met)	DP	n/a	n/a	n/a	n/a	90%	37.66%	I	90%	54%	I	90%	42%	W	90%	60%		September figure shows fall in performance this figure may be affected by telephone system down time experienced during this month
CSC	Average Speed of Answer	DP	n/a	n/a	n/a	n/a	15	75.66	W	15 secs	44 secs	I	15 Secs	35 Secs	i	15 secs	17 secs		Continual improvement made and trend is positive on a month by month basis
CSC	% of Calls Answered	DP	n/a	n/a	n/a	n/a	95%	69.12%	I	95%	76.00%	W	95%	75.00%	S	95%	85%		Marginal drop in performance this month but overall trend remains positive
CSC	Finance - Number of transactions face to face (cashier)	DP	n/a	n/a	n/a	n/a	n/a	3,047	n/a	n/a	2,760	n/a	n/a	2,759	n/a	n/a	n/a		Actual figures only to give idea of volumes.
CSC	Finance - Number of transactions by telephone taken by CSA	DP	n/a	n/a	n/a	n/a	n/a	314	n/a	n/a	310	n/a	n/a	309	n/a	n/a	n/a		Actual figures only to give idea of volumes.
CSC	Finance - Number of transactions by internet	DP	n/a	n/a	n/a	n/a	n/a	151	n/a	n/a	147	n/a	n/a	155	n/a	n/a	n/a		Actual figures only to give idea of volumes.
CSC	Finance - Number of transactions by Automated Telephone Payments	DP	n/a	n/a	n/a	n/a	n/a	8	n/a	n/a	38	n/a	n/a	70	n/a	n/a	n/a		Actual figures only to give idea of volumes.

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6th DECEMBER 2006

LOCAL GOVERNMENT WHITE PAPER - STRONG AND PROSPEROUS COMMUNITIES

Responsible Portfolio Holder	Councillor Hollingworth
Responsible Head of Service	Acting Chief Executive

1. SUMMARY

- 1.1 This report updates the Executive Cabinet on the recent White Paper released by Central Government on the future of local government. The report seeks the views of the Executive Cabinet as to whether it is appropriate to put forward any comments on the White Paper and any proposals for unitary status and / or enhanced two-tier working.

2. RECOMMENDATION

- 2.1 It is recommended:

- 2.1.1 That the proposals within the Local Government White Paper be noted and the Executive Cabinet put forward any views on the proposals as appropriate; and
- 2.1.2 That the Executive Cabinet determines whether it wishes to put forward proposals for unitary status.

3. BACKGROUND

- 3.1 The Government released a White Paper on Local Government on 26th October 2006, entitled Strong and Prosperous Communities. The Summary document to the White Paper is attached at Appendix 1 to this report.
- 3.2 The White Paper itself contains the following key elements:
- 3.2.1 A new performance framework – there will be approximately 35 priorities for each area that will be agreed with Central Government, tailored to local needs through the Local Area Agreement. The number of National Performance Indicators will be reduced to about 200 covering national priorities. The Comprehensive Performance Assessment (CPA) will be replaced with risk based Comprehensive Area Assessments.
- 3.2.2 An enhanced role for councils as strategic leaders and place-shapers through stronger local strategic partnerships and next-generation local area agreements with wider scope and importance, and a duty to co-operate between councils and local partners.

- 3.2.3 Stronger cities, strategic regions, reforming passenger transport authorities and the development of local area agreements into sub-regional, multi-area agreements.
- 3.2.4 More neighbourhood management – increased local influence over services (including potentially devolved budgets).
- 3.2.5 Stronger political leadership by requiring all councils to opt for either:
 - A directly elected mayor;
 - A directly elected Executive; or
 - An indirectly elected leader for a four year term.
- 3.2.6 An invitation to councils in shire areas to bid for unitary status or enhance two-tier working.
- 3.2.7 A strengthened role for front-line councillors, including powers to respond to community calls for action on local issues and greater freedom to speak up on planning and licensing issues affecting their wards.
- 3.2.8 A wider and stronger role for scrutiny, including the power to require evidence from all local service providers and a duty on them to have regard to scrutiny recommendations.
- 3.2.9 Devolution of powers, including removing the requirement for Secretary of State's consent to by-laws and the creation of Parish Councils.
- 3.2.10 Community cohesion – councils encouraged to put integration and cohesion at the heart of community strategies and LAA's.

3.3 There are other proposals contained within the White Paper which include:

- 3.3.1 All councils to consider how they deal with petitions.
- 3.3.2 Widening the powers of the Local Ombudsman to include action taken by councils when they work in partnership.
- 3.3.3 Empowering local people to manage their neighbourhoods and own and manage community facilities.
- 3.3.4 Encouraging councils to adopt neighbourhood charters.
- 3.3.5 Legislation to reform parish councils.
- 3.3.6 Electoral arrangements – removing the requirement for councils to get Secretary of State approval to adopt whole council elections rather than electing in thirds.
- 3.3.7 Implementation of the Graham Committee recommendations on Standards and Conduct which will significantly enhance the role of the local Standards Committees.
- 3.3.8 Reforming Best Value, which will include removing requirements to produce an annual Best Value Performance Plan and exempting all parish councils from best value. In addition, councils would be required to strengthen their approach to competition by testing the competitiveness of services.
- 3.3.9 The White Paper also makes reference to the need for ambitious efficiency gains to be achieved over the next few years as part of the Comprehensive Spending Review. The Lyons Review into Local Authority Finance is still ongoing and will be a key part of this.

4. OTHER ISSUES

- 4.1 Whilst the White Paper is not, in itself, a consultation document, the opportunity is available to write to the Department of Communities and Local Government expressing views on the proposals contained therein. The Executive Cabinet is invited to indicate whether it wishes a response to be made and the content of that response.
- 4.2 Allied to the White Paper, reference is made to an invitation being made to Councils in England to make proposals for future unitary structures or to pioneer, as pathfinders, new two-tiered models.
- 4.3 An away day was held on 12th September 2006 with the other districts and the County Council in attendance in order to discuss how to progress work around enhancing two-tier working. Further work on this has been undertaken by the Policy Officers and proposals on how to take this forward will be considered by the Chief Executives in December.
- 4.4 In the formal document inviting councils to make representations (with regard to unitary status) it is clear that proposals for unitary structures should be received on or before 25th January 2007. The Executive Cabinet is asked to consider whether it wishes to take up this opportunity and make such a proposal although it should be noted that there is no appetite for unitary status from any of the councils in Worcestershire.
- 4.5 At this stage it is too early to comment definitively as many of the ramifications of the proposals are still being evaluated. It is expected that the White Paper will be translated into a Bill before Christmas but this has yet to be concerned.

5. FINANCIAL IMPLICATIONS

- 5.1 None at this stage – but these will need to be assessed once the White Paper is enacted.

6. LEGAL IMPLICATIONS

- 6.1 None at this stage.

7. CORPORATE OBJECTIVES

- 7.1 The council will have to review its objectives when the Bill is enacted.

8. RISK MANAGEMENT

- 8.1 No issues at this stage.

9. CUSTOMER IMPLICATIONS

- 9.1 None at this stage.

10. OTHER IMPLICATIONS

Procurement Issues
None
Personnel Implications
None
Governance/Performance Management
Contained in report
Community Safety including Section 17 of Crime and Disorder Act 1998
None
Policy
None
Environmental
None
Equalities and Diversity
None

11. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Acting Chief Executive	Yes
Corporate Director (Services)	No
Assistant Chief Executive	No
Head of Service (i.e. your own HoS)	Yes
Head of Financial Services (<i>must approve Financial Implications before report submitted to Leader's Group</i>)	No
Head of Legal & Democratic Services (<i>for approval of any significant Legal Implications</i>)	No
Head of Organisational Development & HR (<i>for approval of any significant HR</i>)	No

<i>Implications)</i>	
Corporate Procurement Team <i>(for approval of any procurement implications)</i>	No

11. APPENDICES

Appendix 1 Local Government White Paper – Summary

12. BACKGROUND PAPERS

Local Government White Paper

CONTACT OFFICER

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Strong and prosperous communities

The Local Government White Paper





In October 2006 my department published the White Paper, *Strong and prosperous communities*. Its aim is to give local people and local communities more influence and power to improve their lives.

Radical improvements have been made in public services in the last ten years thanks to record levels of investment, strong performance management and the hard work and commitment of local government and others. But for these improvements to continue, we must show our confidence in local government, local communities and other public service providers by giving them more freedom and powers to bring about the changes we all want to see.

Working together, we can continue to improve public services and the quality of life in our communities.

A handwritten signature in black ink that reads "Ruth Kelly".

Ruth Kelly MP

Secretary of State for Communities and Local Government

This White Paper is on the side of individuals and families who want to make a difference, both to their own lives and to the communities in which they live. Our vision is of revitalised local authorities, working with their partners, to reshape public services around the citizens and communities that use them.

This means changing the way we work - to enable local partners to respond more flexibly to local needs; to reduce the amount of top-down control from central government; and to enable citizens and communities to play their part.

Responsive services and empowered communities



People no longer accept the 'one size fits all' service models of old. They want choice over the services they receive, influence over those who provide them, and higher service standards. We want this to be the case everywhere – for people to be given more control over their lives; consulted and involved in running services; informed about the quality of services in their area; and enabled to call local agencies to account if services fail to meet their needs.

Local authorities will involve and consult service users more fully and provide better information about standards in their local area. People will be able to turn to their local councillor to demand an answer to their questions through a new Community Call for Action. And there will be measures to promote increased community ownership and management of local facilities and assets.

We will encourage councils to develop neighbourhood charters setting out local standards and priorities, and to take opportunities to manage services at the level of the neighbourhood, working more closely with neighbourhood policing teams, and giving councillors small budgets to tackle local issues. We will simplify the process for setting up tenant management organisations. The process for creating parishes will be devolved to councils, and communities in London will be given the same right to establish parishes as exists elsewhere, subject to consideration of community cohesion. In addition, the power of well-being will be extended to Quality Parish Councils.

And we will back this up with a stronger legal framework to require local authorities and other best value authorities to secure the participation of local citizens and communities.

Effective, accountable and responsive local government



Councillors should be champions for their local community, able to speak out on all issues affecting their local area and able to sort out issues on the ground or demand a formal response through the scrutiny procedures.

Overview and scrutiny committees will be strengthened, to allow them to call on local public service providers for evidence and demand a response to reports from the council.

Leadership is the single most significant driver of change and improvement in local authorities. In future there will be three choices for councils: a directly elected mayor, a directly elected executive of councillors, or a leader elected by their fellow-councillors with a clear four year mandate. All the executive powers of local authorities will be vested in the leader of the council, with a strong role for the council to scrutinise the leader's actions and approve the budget and major plans.

The way councils best govern themselves will be different in different parts of the country. Local authorities will be able to move to the model of a directly elected mayor or executive by resolution of the council and in consultation with local people. Where they want to, they will also be able to move to whole-council elections and single member wards, improving accountability to voters. We also recognise the potential gains which unitary status can offer, in terms of leadership and efficiency. Councils in shire areas will be able to seek unitary status; we have published information on how to submit proposals and how we intend to handle the small number of proposals conforming with the criteria which we expect to receive. In remaining two-tier areas there will be new opportunities to provide stronger leadership and deliver better value for money.

An independent review will look at incentives and barriers to serving on councils, and the code of conduct will be amended to allow councillors to speak out on licensing and planning issues that matter to their local neighbourhoods.

The making of byelaws will be fully devolved to local authorities and in future they will be more effectively enforced by using fixed penalty notices. We will also devolve most aspects of the conduct regime to local authorities with a streamlined Standards Board refocused as a light touch regulator.

Strong cities, strategic regions



The challenges of the global economy and of sustainable growth require greater power and resources to be devolved to regional and local levels.

Building on recent progress, many of our towns and cities have come forward with proposals that would help promote their further economic development. We will continue to work closely with these local authorities – whether in city-regions or elsewhere – and with those that are interested in developing Multi-Area Agreements which cross local authority boundaries.

The Government will encourage stronger leadership models, including directly elected executives and indirectly or directly elected mayors where such arrangements are supported locally. Our clear, over-riding principle will be that the greater the powers being devolved, the greater the premium on clear, transparent and accountable leadership.

The Department for Transport will propose a package of reforms for Passenger Transport Authorities and Executives to strengthen leadership and enable a more coherent approach to transport in our biggest cities. It will also devolve powers to local authorities across the country to ensure that the bus services their communities need are delivered. We will also promote the concept of city development companies and encourage Employment and Skills Boards to be formed in core cities.

Local government as a strategic leader and place-shaper



Communities need strategic leadership to help bring together local partners to improve the services citizens receive and the local quality of life. Issues such as community safety, health, or community cohesion require local authorities to align services provided by a number of agencies in their area. So we will put in place a new framework for strategic leadership in local areas, bringing together local partners to focus on the needs of citizens and communities.

Local authorities are already under a duty to prepare a Sustainable Community Strategy which sets the strategic vision for an area. We will now require county and unitary local authorities, in consultation with local partners, to prepare a delivery plan for the strategy – known as a Local Area Agreement.

The Local Area Agreement will include a single set of targets for improvement, tailored to local needs, agreed between Government and local partners. In this way, we will focus on the things that really matter to people everywhere, guaranteeing national minimum standards, but leaving room for local innovation and local priorities.

We will introduce a duty for local authorities and other local partners to work together to agree the priorities in the Local Area Agreement. Delivery of local priorities will be the responsibility of partners in key local partnerships like the Crime and Disorder Reduction Partnership, the children's trust and the new health and well-being partnerships. And, once agreed with Government, local partners will be required to have regard to these priorities for improvement.

A new performance framework



The White Paper sets out a radical simplification of the performance framework for those outcomes secured by local authorities working on their own or in partnership. If we are to continue to improve public services we need to give local authorities and their partners the freedom and powers to meet the needs of their communities and to tackle complex cross-cutting issues like climate change, social exclusion and anti-social behaviour.

There will be around 35 priorities for each area agreed with Government, tailored to local needs through the Local Area Agreement, plus statutory attainment and childcare targets. Instead of the many hundreds of indicators currently required by central government there will be a single set of about 200 outcome-based indicators covering important national priorities.

In addition we will put in place a new regime for dealing with monitoring, support, assessment and intervention. Building on the success of Comprehensive Performance Assessment, the new assessment regime – Comprehensive Area Assessment – will be more proportionate and risk-based and enable more targeted support or intervention when things go wrong.

Efficiency – transforming local services



Significant progress has been made in improving local services but rising public expectations and the challenging financial climate require that councils continue to drive forward the transformation of local services.

Ambitious efficiency gains will be required as part of the 2007 Comprehensive Spending Review. To help meet these we will encourage greater service collaboration between councils and across all public bodies. We will also support greater use of business process improvement techniques and greater contestability through the use of fair and open competition.

Community cohesion



Diversity has brought enormous economic benefits, but change and migration also create challenges. Stronger local leadership, greater resident participation in decisions and an enhanced role for community groups, can all help local areas to promote community cohesion.

We will work with local authorities facing particular community cohesion challenges; provide support for areas facing difficulties; help share best practice between authorities; and support the establishment of forums on extremism in parts of the country where they are necessary.

We will also encourage the Commission on Integration and Cohesion to produce more detailed plans on how to deliver a step change in promoting cohesion.

Conclusion

This White Paper is about creating better services and better places. It sets out the tools which will help all local areas tackle the challenges of the 21st century, capture the strength and talents of their citizens and communities, and achieve their full potential.

You can find an electronic copy of the Local Government White Paper at www.communities.gov.uk/strongprosperouscommunitieswp

or you can order a priced paper copy from The Stationery Office Limited and other bookshops, isbn 0 10 169392 3 / 978 010 169392 9.

If you would like to respond directly to Communities and Local Government about the White Paper:

you can email localgovernmentwhitepaper@communities.gsi.gov.uk

or you can write to Director, Local Democracy, Communities and Local Government, Eland House, Bressenden Place, London SW1E 5DU

If you require this document in an alternative format, please email alternativeformats@communities.gsi.gov.uk

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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6TH DECEMBER 2006

REVIEW OF PEST CONTROL SERVICE: UPDATE

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

1. SUMMARY

- 1.1 To update members regarding the definition of vulnerable residents in respect of free provision of a Pest Control Service.

2. RECOMMENDATION

- 2.1 That Executive Cabinet endorse:
 - 2.1.1 the definition of vulnerable as outlined below in implementing the externalisation of the Pest Control Service as agreed by Council on 19th September 2006;
 - 2.1.2 that this definition is used in the future as a Council definition for determining any service concessions; and
 - 2.1.3 that any concessions be considered on a service by service basis until such time as a comprehensive concessions policy is developed.

3. BACKGROUND

- 3.1 At the Cabinet meeting of 6th September 2006 a report was submitted reviewing the Pest Control Service and offering 6 options for future service delivery by the Council. Having considered the report approval was given (Minute 73/06 refers) to the externalisation of the Pest Control Service on the basis of Option 2 as described in that report (i.e. service limited to the most vulnerable residents). This was subject to further consideration and consultation on the definition of vulnerable.
- 3.2 Following subsequent consideration and consultation with the portfolio holder for Environmental Health the definition of vulnerable residents for the purposes of free delivery of the Pest Control Service is to be in those instances where the main householder is in receipt of one of the following benefits: Income support, Housing Benefit or Council Tax Benefit.

- 3.3 It is also suggested that this definition is used for consistency purposes for all other council policies and procedures.
- 3.4 Officers are also aware that the Council currently give concessions for other areas and that these are viewed on a service by service basis. It is felt for the short term that this should continue but that in the longer term a concessions policy is established. It is recommended that members endorse this approach.

4. FINANCIAL IMPLICATIONS

- 4.1 These were outlined in the Review of Pest Control Service main report.

5. LEGAL IMPLICATIONS

- 5.1 These were outlined in the Review of Pest Control Service main report

6. CORPORATE OBJECTIVES

- 6.1 These were outlined in the Review of Pest Control Service main report

7. RISK MANAGEMENT

- 7.1 This was assessed in the Review of Pest Control Service main report

8. CUSTOMER IMPLICATIONS

- 8.1 This was assessed in the Review of Pest Control Service main report

9. OTHER IMPLICATIONS

These were assessed in the main report

Procurement Issues
Personnel Implications
Governance/Performance Management
Community Safety including Section 17 of Crime and Disorder Act 1998
Policy
Environmental
Equalities and Diversity

10. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Acting Chief Executive	Yes
Corporate Director (Services)	Yes
Assistant Chief Executive	No
Head of Service <i>(i.e. your own HoS)</i>	Yes
Head of Financial Services <i>(<u>must</u> approve Financial Implications before report submitted to Leader's Group)</i>	Yes
Head of Legal & Democratic Services <i>(for approval of any significant Legal Implications)</i>	Yes
Head of Organisational Development & HR <i>(for approval of any significant HR Implications)</i>	Yes
Corporate Procurement Team <i>(for approval of any procurement implications)</i>	Yes

11. APPENDICES

None

12. BACKGROUND PAPERS

Review of Pest Control Service August 2006

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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6th December 2006

UPGRADING OF CCTV FACILITIES AT ST CHADS PARK RUBERY

Responsible Portfolio Holder	Cllr Brian Fuller
Responsible Head of Service	Phil Street

1. SUMMARY

1.1 This report seeks to gain Executive Cabinet approval for the upgrading of the Closed Circuit Television (CCTV) facility at St Chads Park Rubery to overcome an increase in anti social behaviour, and to include the expansion of telephone line capacity to allow future growth in CCTV coverage.

2. RECOMMENDATION

2.1 Members are recommended to:-

1. Approve the scheme to upgrade the CCTV facility at St Chads Park Rubery at a cost of £29k;
2. To approve the addition of the scheme to the 2006/07 Revised Capital Budget;
3. To approve the budget virement (budget transfer) of £29k from the projected underspend on the capital budget to provide CCTV facilities at Wythall/Drakes Cross.
4. To approve £1k per year line costs from BT

3. BACKGROUND

3.1 St Chads Park, Rubery is experiencing increasing levels of anti social behaviour (ASB) and after discussions with West Mercia Police and local Members it was agreed to review the current CCTV coverage in the Park. Levels of ASB are shown as **Appendix 1** and attention is drawn to the rise of reported ASB in the St Chads Park area during 2006 summer months. Local Members and West Mercia Police have been fully consulted about the proposed scheme and support its aims.

- 3.2 The existing camera (number 42) in St Chads Park is partially obscured by a large oak tree and needs to be repositioned nearer to the play areas to give it a maximum field of vision to the CCTV operators. The need to site an additional camera on the same re-positioned pole has also been identified to allow the operators to cover both sides of the park at once.
- 3.3 The repositioned camera, together with the additional camera, will then allow the CCTV operators to see specific parts of the park where anti social behaviour is occurring, and view both sides of the park simultaneously. This is to ensure the new play areas and identified areas of ASB at the edges of the park are being monitored simultaneously. The area of coverage can be seen on the map at **Appendix 2**.
- 3.4 It is also necessary to increase the telephone line capacity at Rubery telephone exchange to ensure there is sufficient capacity for any future CCTV expansion. The multi-channel link between Rubery telephone exchange and the Council's CCTV control room is at maximum capacity so a new link needs to be installed. The proposed new camera in St Chads Park, and any future new cameras in Rubery, cannot be connected to the network without the new telephone link.

4. FINANCIAL IMPLICATIONS

4.1 The proposed capital scheme will cost £29,000 as follows:-

Repositioning the camera + siting additional camera:	£ 9,200.00
BT costs including upgrading video links:	£ 7,800.00
New link between Rubery telephone exchange & CCTV control room:	£12,000.00
Total cost of scheme	£29,000.00

4.2 The scheme can be financed by use of part of the remaining projected underspend on the existing CCTV scheme at Wythall/Drakes Cross. An underspend of £48k was originally projected on this scheme and Executive Cabinet has already approved a budget virement of £15k out of this to the Improvements to Rubery Park capital scheme, leaving a reduced projected underspend available of £33k.

4.3 In accordance with the rules governing budget virements Executive Cabinet approval is required to transfer £29k of the budget to finance this proposed scheme

4.4 £1K per year Line Costs via BT which has been incorporated into 2007/08 Culture & Community Services Business Plan.

5. LEGAL IMPLICATIONS

5.1 Section 17 of 1998 Crime & Disorder Act which requires local authorities to consider the implications for Crime & Disorder in its decisions.

6. CORPORATE OBJECTIVES

6.1 The Community Safety Team supports the following Council Objectives:-

Objective 3: Sense of Community and Well Being

By making the users of St Chads Park more visibly protected by the repositioning of the existing camera and the addition of a second camera on the same pole.

Objective 4: Improvement

Improves security to St Chads Park by additional camera coverage and the greater security offered will show that Bromsgrove District Council is addressing residents and park users concerns brought up at Partners and Communities Together (PACT) meetings around crime & disorder issues.

7. RISK MANAGEMENT

7.1 Not proceeding with this project could prevent CCTV from being able to capture on camera and identify incidents carried out by the perpetrators of crime, disorder and anti social behaviour. This could lead to a drop in public confidence in Bromsgrove District Council and its CCTV operations, and lead to a possible increase in the fear of crime by residents and park users.

8. CUSTOMER IMPLICATIONS

8.1 A decision to proceed with this project would be perceived by residents that Bromsgrove District Council are listening to and supporting the feedback from those attending PACT meetings on tackling the levels of crime & disorder and anti social behaviour being experienced in the area. Positive media coverage on behalf of the Council could also be achieved. Additional security should lead to increased user satisfaction at the park as facilities would not be so easy to vandalise and anti-social behaviour be easier to detect.

Not proceeding would have a negative impact on the above.

9. OTHER IMPLICATIONS

Procurement Issues	None
Personnel Implications	None
Governance/Performance Management	Would show BDC's commitment to making the District a safer place to live and work in
Community Safety including Section 17 of Crime and Disorder Act 1998	BDC has to consider the implications for Crime & Disorder in all its decisions.
Policy	None
Environmental	None
Equalities and Diversity	None

10. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Acting Chief Executive	No
Corporate Director (Services)	Yes
Assistant Chief Executive	Yes
Head of Service	Yes
Head of Financial Service	Yes
Head of Legal & Democratic Services	No
Head of Organisational Development & HR	No
Corporate Procurement Team	No

11. APPENDICES

- Appendix 1 Aerial view of existing CCTV camera and proposed new site
Appendix 2 Levels of reported ASB in St Chads Park

12. BACKGROUND PAPERS

N/A

CONTACT OFFICER

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Or

Graham Rocke, Community Safety Manager

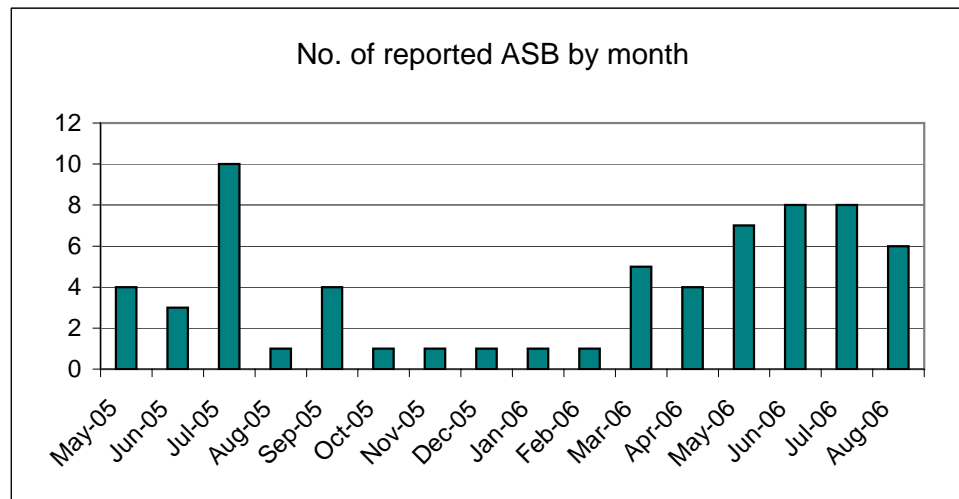
email: g.rocke@bromsgrove.gov.uk

Tel: (01527) 881486

Appendix 1

Reported instances of Anti Social Behaviour in St Chads Park, Rubery

May-05	4
Jun-05	3
Jul-05	10
Aug-05	1
Sep-05	4
Oct-05	1
Nov-05	1
Dec-05	1
Jan-06	1
Feb-06	1
Mar-06	5
Apr-06	4
May-06	7
Jun-06	8
Jul-06	8
Aug-06	6





Camera

Camera to be relocated here

Appendix 2

BROMSGROVE DISTRICT COUNCIL

CABINET

6TH December 2006

Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006

Responsible Portfolio Holder	Cllr Caroline Spencer
Responsible Head of Service	Jo Pitman

1. SUMMARY

- 1.1 To advise the Cabinet of new Regulations relating to early termination of employment following confirmation from the Department of Communities and Local Government (DCLG) on 8th November 2006, and to seek Cabinet's agreement to a proposed new policy for the Council in direct response to those Regulations.

2. RECOMMENDATIONS

- 2.1 That the Cabinet agree to the following policy in response to the changes in the Local Government Pension Scheme (LGPS) Regulations 2006:
- 2.2 That the Council's existing practice of paying redundancy payments based on actual weeks pay continues to apply.
- 2.3 That the Cabinet agree not to exercise its discretion to award additional pensionable service under the augmentation provisions
- 2.4 That the Council's existing custom and practice arrangement to the 2000 Regulations continue to apply for those whose employment commenced before 1st October 2006 and whose termination date is on or after 1st October 2006 and before 1st April 2007, but that at the end of the current financial year the discretionary payments payable be as per the recommended policy.
- 2.5 That the Cabinet delegate discretionary powers to the Chief Executive in consultation with the Head of Financial Services and the relevant Cabinet Member to pay a single lump sum payment (including any redundancy payment where necessary) of up to no more than 52 weeks actual pay to any employee in accordance with the proposed framework criteria.

3. BACKGROUND

Since 1976 there have been special provisions available to local authorities to make discretionary payments to employees whose employment has been terminated early, either on the grounds of redundancy, or “in the interests of the efficiency of the service”.

However, the Government believes that the previous age and length of service calculations under the existing Regulations will now be discriminatory in light of the new Age Discrimination Regulations which came into force on 1st October 2006. Consequently, the Government has introduced further legislation which seeks to revise the powers available to local authorities to make discretionary one-off lump sum payments based on age and service or to award compensatory added years in order to mitigate against any potential discrimination claims.

Under the new Regulations; The Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006, operative from 29 November 2006 (but having retrospective effect from 1 October 2006), each Council is required to formulate, publish and keep under review a policy which sets out its approach to the award of discretionary lump sum payments for relevant terminations of employment.

The table below illustrates in summary form both the current and proposed provisions within the Discretionary Payment Regulations along with that of the Council’s actual policy at the present time.

Current provisions of the Discretionary Compensation Regulations (DCR)	New provisions of the Discretionary Compensation Regulations (DCR)	Bromsgrove District Council current policy
The discretionary power to remove the weekly pay ceiling placed on statutory redundancy payments under the Employment Rights Act and to calculate, instead, on pay up to the actual week’s pay	The discretionary power to waive the weekly pay ceiling placed on statutory redundancy payments and to calculate, instead, on pay up to the actual week’s pay (Regulation 5).	To base redundancy payment calculations on actual weeks pay.
The discretionary power to award a one-off lump sum payment of up to	To provide a discretionary power to award a one-off lump sum	

66 weeks pay, based on a service and age-related formula	payment of up to, but not exceeding, two years' pay (104 weeks), inclusive of any redundancy payment made (Regulation 6)	
The discretionary power to award added years on top of the benefits payable under the Local Government Pension Scheme (LGPS) for eligible employees aged 50 or over and under 65.	To remove the power to award added years (although additional membership can still be awarded through the augmentation provisions in the LGPS). (Regulation 52)	Discretion to award a blanket 6 ² / ₃ added years for pension purposes for employees of the age of 50 and over (subject to meeting qualifying criteria)

Appendix A outlines the pros and cons of each discretion that is available to the Cabinet arising from the new Regulations.

Whilst not all authorities have yet resolved their policies in respect of these new Regulations it appears that in the case of the discretion to award a single lump sum payment the most commonly identified response for those that have appears to be to award a Discretionary lump sum payment of up to 52 weeks pay (one years pay), inclusive of any redundancy payment.

In so far as the discretion to award enhanced pensionable service is concerned most authorities are choosing **not** to exercise that discretion simply because of the costs involved.

Implications of the Proposed Changes

The Regulations have been the source of much controversy for the Government over recent months and whilst they were originally expected to come into force on 1 October 2006, (to run parallel to the Employment Equality (Age) Regulations) there has been a period of delay to facilitate further discussions and consideration before the finalisation of the actual Regulations. Confirmation that the Regulations are to become effective with effect from 29th November 2006 was issued on 8th November via the Department of Communities and Local Government (DCLG).

The new Regulations only apply to employees whose contracts are terminated early, either through redundancy, or the interests of the efficiency of the service, and are either a member of the LGPS or are eligible to be a member, (or would have been eligible had they not made more than one election to opt out of the LGPS) and where the termination date is on or after 1 October 2006.

The Regulations state that in formulating and reviewing this policy the employing authority must have regard to the extent to which the exercise of their discretionary powers, unless properly limited could lead to serious loss of confidence in the public service and be satisfied that the policy is workable, affordable and reasonable having regard to the foreseeable costs.

Any policy that is adopted must comply with the Age Regulations and therefore consideration has to be given to the basis of the calculation. The Audit Commission's view is that each case should be treated on its merits, but in the interests of fairness and transparency a consistent approach is desirable.

In order to provide such consistency it is recommended that the Chief Executive, in consultation with the Head of Financial Services follow a predetermined set of criteria (such as that illustrated further below) in order to determine whether an application should be granted.

Other considerations

When comparing a cash lump sum payment under the DCR, as opposed to augmentation of membership under Regulation 52 of the LGPS, the authority should bear in mind that augmentation of membership can only be granted when an employee is contributing to the scheme and cannot be granted after termination or to a non member.

A cash sum is paid from the revenue account but augmentation can be paid over a period of time through an increase in the employer's contribution rate as determined by the Actuary.

A lump sum payment added to the redundancy payment would not be taxable provided that the total payment was below the Inland Revenue limit (currently £30,000) but augmentation means that both the lump sum and annual pension benefits would be enhanced and tax is payable on the pension.

An alternative for Regulation 6 (added pensionable service) would be to establish a policy that gives the employee the option to convert the lump sum payable into a period of membership in the LGPS. This could only apply to current contributory members of the LGPS and as the redundancy payment would still be payable would only be the additional lump sum awarded. The amount of membership the employee would be able to convert would depend on their length of service in the LGPS as it would be subject to the usual limits of 6 2/3 years or membership to age 65 and therefore some employees could lose out, as the cash sum cannot be made partly as additional membership and partly in

cash. This would also not be an option for an employee who is not a member of the LGPS.

Regulation 7 specifies that an employing authority must formulate, publish and keep under their review their policies on compensation under Regulations 5 and 6 and that if the authority decides to change their policy they must publish a statement of the amended policy within one month of the decision and that they must not give effect to any policy change until one month has passed since the amended policy is published.

Regulation 8 contains provisions regarding over and under payments.

Regulation 9 specifies that any payment made under these regulations must be paid by the employer and must not be met out of the pension fund.

The new Regulations contain transitional provisions to the end of the current 2006/7 financial year which means that an Employer can choose to use either the 2000 Regulations or the 2006 Regulations for a person whose employment with them commenced before 1st October 2006 and whose termination date is on or after 1st October 2006 and before 1st April 2007. This means that an Employer may make an award of compensatory added years to any employee whose employment terminates before 1st April 2007.

Recommendation for Bromsgrove District Council Policy in response to the 2006 Regulations

Redundancy Payments (Regulation 5)	Discretionary Lump Sum Payments (Regulation 6)	Additional Pensionable Service (Augmentation) (Regulation 52)	Transitional Arrangements
That redundancy payments be based on an employee's actual week's pay and the number of weeks as defined in the Employment Relations Act 1996.	That the Chief Executive, in consultation with the Head of Financial Services and the appropriate Cabinet Member, exercises his/her discretion to award a one-off lump sum of up to 52 weeks actual pay based upon any or all of the criteria outlined	The Cabinet will not exercise its discretion regarding additional service (augmented membership) under Regulation 52 of the LGPS.	The Council's existing custom and practice arrangement to the 2000 Regulations will continue to apply for those whose employment commenced before 1 st October 2006 and whose termination date is on or after 1 st October 2006 and before 1 st April

	separately below.		2007, but at the end of the 2006/7 financial year discretionary payments will be as per the new policy.
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Criteria upon which each application for a discretionary lump sum payment will be judged, albeit in no particular order:

- 1) The job market (re-employability for the individual, the council's ability to replace the individual, the general skills market)
- 2) Employee health (specifically where the employee has been referred to occupational health but does not qualify for a certificate of permanent incapacity)
- 3) The extent to which the proposal may avoid a technical or compulsory redundancy
- 4) Extraordinary circumstances (i.e. the employees partner may have left/passed away unexpectedly and left the employee to bring up children)
- 5) Any direct or indirect equal opportunities considerations based upon decisions as they may be accumulated over time

Where such payments are made, the employee will have the option to convert the cash sum in excess of any redundancy payment into a period of membership in the LGPS. Actual payments will be linked to the statutory Redundancy Payment Scheme.

4. FINANCIAL IMPLICATIONS

- 4.1 Each case of early termination and its financial consequences will be considered on its merits and using the guidance set within the proposed criteria framework.

5. LEGAL IMPLICATIONS

- 5.1 The proposals are necessary to comply with new Regulations and to protect against any claims of age discrimination. However, even in applying this policy moving forward, the Chief Executive will need to take professional advice to ensure that the exercising of his/her discretions does not amount to direct or indirect discrimination on grounds such as sex, race, disability etc.

6. RISK MANAGEMENT

6.1 The development of this policy will help mitigate against corporate risk.

7. CUSTOMER IMPLICATIONS

7.1 There are no customer implications arising directly from this report.

8. OTHER IMPLICATIONS

Procurement Issues None
Personnel Implications As contained within the body of this report.
Governance/Performance Management The application of a clearly published and transparent policy will support the effective governance of the Council.
Community Safety including Section 17 of Crime and Disorder Act 1998 None
Policy As contained within the body of this report.
Environmental None
Equalities and Diversity As contained within the body of this report.

10. OTHERS CONSULTED ON THE REPORT

Portfolio Holder Leader	Yes
Acting Chief Executive	Yes at CMT
Corporate Director (Services)	Yes at CMT
Assistant Chief Executive	Yes at CMT
Head of Service	Yes at CMT
Head of Financial Services	Yes
Head of Legal & Democratic Services	Yes at CMT
Head of Organisational Development & HR	Report author

Corporate Procurement Team	No
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11. **APPENDICES**

Pros and Cons analysis of discretions available

12. **BACKGROUND PAPERS**

- Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006
- Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2000.
- Personnel Sub-Committee – 11th March 1998 – Report on the Local Government Pension Scheme (Transitional Provisions) Regulations 1997 and the Local Government Pension Scheme Regulations 1997.

CONTACT OFFICER

Name: Jo Pitman, Head of Human Resources and Organisational Development
E Mail: j.pitman@bromsgrove.gov.uk
Tel: (01527 881479)

Discretion Available	Pros	Cons
<p>6 2/3rd years additional service to basic pension</p>	<ul style="list-style-type: none"> • Provides a tool to facilitate prompt early departure of employees where it may be beneficial to both the council and the employee • Seen as an attractive additional employee benefit 	<ul style="list-style-type: none"> • Costly to the Employer (does not come direct from the pension fund unless topped up in agreement with the Actuary) • Requires up front funding
<p>Up to 104 weeks lump sum payment</p>	<ul style="list-style-type: none"> • Provides a tool to facilitate prompt early departure of employees where it may be beneficial to both the council and the employee • Can be paid as a reasonable alternative to added pensionable service which the employee can then use to boost their pension if they wish • Maintains some standard of additional employee benefit 	<ul style="list-style-type: none"> • Wide scope for discretion/raises expectations • Potentially doubles the cost (significant increase) of the proposed policy

<p>Up to 52 weeks lump sum payment</p>	<ul style="list-style-type: none"> • Provides a tool to facilitate prompt early departure of employees where it may be beneficial to both the council and the employee • Can be paid as a reasonable alternative to added pensionable service which the employee can then use to boost their pension if they wish • Cheaper than added pensionable service/strikes a reasonable balance between management flexibility and financial management • Provides for some form of continuity in additional employee benefits • Follows a pattern being established across majority of 	<ul style="list-style-type: none"> • Scope for exercising discretion may make the council vulnerable • May be viewed as a step backwards
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	Worcestershire	
Statutory Maximum only	<ul style="list-style-type: none">• Less costly	<ul style="list-style-type: none">• Statutory criteria calculated on age and length of service therefore conflicts with new Age Discrimination Regulations.• Disadvantages employees except those on very low pay• Would be viewed as a step backwards

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

WEDNESDAY 6TH DECEMBER 2006

RENT IN ADVANCE AND DEPOSIT BOND SCHEME

Responsible Portfolio Holder	Peter Whittaker
Responsible Head of Service	David Hammond

1. SUMMARY

- 1.1 This report brings forward for approval detailed information upon the operation of a proposed “rent in advance and deposit bond scheme” for people over 25 years of age. The report sets out how this scheme will assist households in housing need to access the private rented sector, and how this will benefit Bromsgrove District Council in preventing households becoming homeless in the district.
- 1.2 At the meeting on the 1st November, the Executive Cabinet approved that the provision of a Rent Deposit/Rent in Advance/Bond Scheme for persons over 25 be piloted from January to April 2007 funded from within existing budgets. Continuation of a scheme in 2007/8 will be subject to approval through the Council’s Budget process.

2. RECOMMENDATION

- 2.1 **That members approve the detailed information relating to the operation of a Rent in Advance Deposit Bond Scheme for implementation in accordance with Executive Cabinet minute 95/06 (c) and from April 2007 if Council Budget approval is granted.**

3. BACKGROUND

- 3.1 A private tenancy scheme for under 25yr olds has been in operation in the district for over 2 years. This scheme is run by Bromsgrove Youth Homelessness Forum, and has experienced a number of successes since its inception.
- 3.2 Due to the specialism of the Forum for this client group and the limitation on funding they have been unable to extend their eligibility criteria to clients over 25 years of age.
- 3.3 There has been a rise of 56.9% in the house prices in Bromsgrove District between the years of 2000 – 2005 (see Appendix A). This increase in the market value of properties in recent years has in turn

seen an increase in rental prices leading to an unbalanced housing market where only the more affluent can afford to buy or rent properties. This has meant that more households have to look to local RSLs for accommodation, putting a greater demand on already restricted supply of affordable housing in the district.

- 3.4 Households wishing to access the private rented sector are also faced with increasing initial financial demands to secure the property in a highly competitive market. Consultation with a number of local letting agents indicated that households looking to secure a 2-bedroom property in the District would be expected to pay on average, a £550 deposit, £550 month's rent up front and £100 administration fee. A questionnaire was also sent to a selection of local private landlords who indicated that although they do not ask for an administration fee, they would still expect the equivalent of a month's rent as a deposit on the property and the 1st month's rent paid upfront. This therefore means that a household trying to access the private rented sector would be expected to find at least £1,100 to secure an average 2-bedroom property.
- 3.5 It is proposed therefore that there is a need for a scheme to be introduced to offer these households a helping hand to get them started in a tenancy in the private rented sector. A scheme should be introduced which will offer applicants a months rent up front in advance of the start of the tenancy. In addition to this the Council could also offer a bond certificate instead of a deposit whereby they can guarantee the landlord that if any damages or rent arrears are incurred, the Council will pay up to the equivalent of one months rent.

4 WHY BROMSGROVE DISTRICT COUNCIL NEEDS TO OPERATE A RENT IN ADVANCE AND DEPOSIT BOND SCHEME

The scheme:

- 4.1 Will provide households in housing need with the financial support to secure a tenancy in the private rented sector.
- 4.2 Would improve performance of the BVPI 213 which requires the Council to report upon:
“The number of households who considered themselves as homeless, who approached the local authority’s housing advice service(s), and for whom housing advice casework intervention resolved their situation.”
By being able to offer applicants an alternative route to homelessness, Bromsgrove District Council will be increasing the number of households for whom homelessness has been prevented.
- 4.3 Would contribute to the target set by DCLG of reducing temporary accommodation by 50% by the year 2010, by encouraging households to consider the private rented sector as an alternative to the homeless route.

4.4 Would improve the diversification of certain areas in the district. Due to the predominant rural nature of the district, which consists of limited affordable housing, the areas have become unbalanced. The introduction of this scheme would mean that eligible households would be able to consider all areas of the district, if they are able to find an available property to rent.

4.5 Will help bring empty properties back into use in the district by improving options available to owners of empty properties. This in turn will help performance of the BVPI 64 which asks for:

“The proportion of private sector dwellings that have been vacant for more than 6 months, that are returned to occupation as a direct result of action by the local authority.”

4.6 Will improve the standard of private accommodation, as all potential properties will be inspected by Bromsgrove District Council’s Housing Standards Officer. The officer will complete a full Hazard, Health and Safety Rating System inspection to ensure that the property is of a decent standard and they contain no dangerous hazards.

4.7 Would support recommendations made from the Audit Inspection:

“The Council has not used all the possible options to increase the availability of housing for rent in the district.. This lack of innovation and the use of all options are limiting the availability and effective use of all housing in the district”

Point 77

“There is a lack of a full range of housing options for over 25 year olds in the district. The private tenancy scheme run by the Basement project does not have sufficient resources to enable it to be extended to over 25 year olds. This means that this group find it more difficult to provide sufficient guarantees to landlords to enable them to move into the private rented sector within Bromsgrove.”

Point 88

4.8 Would work towards the target highlighted by Department for Communities and Local Government (DCLG):

“Bromsgrove currently has a Deposit Guarantee Scheme (Private Tenancy Scheme) and is planning to widen this to people over 25yrs of age. For an authority of Bromsgrove’s size 50 deposits per annum would be the sign of a successful scheme.”

5 HOW WOULD A RENT IN ADVANCE AND DEPOSIT BOND SCHEME BE ADMINISTERED (SEE APPENDIX 2)

5.1 It is proposed that for the 1st year of the scheme, it will be managed and

coordinated by Bromsgrove District Council's Housing Initiatives Officer (HIO). However the scheme's success does rely on the active cooperation and support of a number of internal and external partners (See appendix 2).

- 5.2 The scheme would be reliant on the services of the Citizens Advice Bureau who are currently funded by the Council to provide housing advice and homelessness prevention options to households in Bromsgrove District. They would be used to highlight and refer suitable applicants for this scheme to the HIO. They will be expected to complete a detailed application form with households to ascertain whether a private tenancy would be the best option for them to consider. Consideration would be given as to whether they could afford the payments on the rent or whether they are able to sustain the tenancy.
- 5.3 It is proposed that the scheme will be made available to all persons over the age of 25. The scheme will be offered as an option to all households regardless of whether they are in priority need (owed a duty by Bromsgrove District Council to be rehoused). This will ensure that all households in the district will be given the opportunity to enter the private rented sector.
- 5.3 To ensure the scheme's long term potential, it is proposed that the Council should aim to make the scheme self funding. This would mean that any money which is paid out on behalf of a household is repaid back into the budget. This will involve the applicant agreeing to make regular payments against any money paid for their rent in advance.
- 5.4 Once all debts to the Council are cleared, the scheme would encourage the individual to continue saving so that they could have enough money to own the deposit on the property, or to be used against any claims that the landlord makes should the applicant incur any rent arrears or cause damage.
- 5.5 By including the "Pay Back" requirement to the scheme, it will not only require that all monies paid out are repaid, but it is hoped that this will encourage applicants to have more responsibility and respect for their property. At the end of the tenancy applicants should be in the position of having enough money to be able to afford a deposit for a future property / tenancy.
- 5.6 Through consultation with private landlords we have discovered that they are less inclined to accept tenants who are in receipt of housing benefit as they feel that it takes longer for claims to be processed, and there is more chance of rent arrears accumulating. It is planned that those applicants who secure accommodation through this scheme and are eligible for financial assistance with their rent will benefit from having their claim fast tracked through the housing benefit process by the Welfare Visiting Officer.

5.7 Through research into other organisations and local authorities who have developed good practice from these types of schemes, we have decided that we would look to introduce a level of support for those applicants who acquire tenancies through this scheme. Support will be accessed from either the support officers based with BDHT or from support services based with Bromford Housing Group. Through careful interviews by CAB and HIO, it is hoped that individual's support needs are identified and referrals can be made. By putting in place the correct support package it is aimed that this will have a positive impact on the household's ability to maintain their tenancy. Also we would look for the support officers to be able to highlight any issues that the applicant may be experiencing which may affect their ability to pay their rent, repay Bromsgrove District Council or sustain their tenancy.

6. FINANCIAL IMPLICATIONS

6.1 To enable the pilot scheme to run for one year from 1st April 2007, it is estimated that a budget of £7,000 will be required for 2007/2008 and to be divided between the rent in advance and deposit bond as follows:

	2007/2008
Rent in Advance	£4,000
Deposit Bond	£3,000
Total	£7,000

6.2 It is aimed that this funding will allow the scheme to offer financial assistance to secure private tenancies for approximately 20 households. This will allow for stringent monitoring of the process, so that future developments of the scheme can be successful.

6.3 It is anticipated that through careful selection, and astute tenancy support, we will be able to minimise the risk of landlords having cause to claim against the bond certificate that they are issued with. It is therefore considered unnecessary to have the full monetary equivalent of each bond within the budget. The estimate of £3,000 for the pilot scheme is equivalent to £150 per household (approx 30% cover) and will ensure that there are financial resources for up to 6 landlords to claim the full amount of the bond.

6.4 In the cases where landlords have to make a claim against the bond issued, investigations will be carried out to confirm that it is a valid claim. In the circumstances where damage to property is incurred, the landlord will be required to source 3 quotes for remedial works. Once a claim is agreed and payment is made to the landlord, the Council will look to recover this debt from the tenant of the property, who would have agreed liability for any claims made against the bond.

6.5 Financial Services have agreed that it is possible to arrange for each household to be set up as a separate debtors account and at the time of

sign up be issued with a sundry debtors invoice for the amount that they have to repay. The tenant will be required to sign a repayment agreement detailing the amount and timescale over which the rent advanced on their behalf is to be repaid to the Council. These payments will be monitored by the HIO who will be able to contact the households individually to identify any issues should their payment agreement not be adhered to.

- 6.6 In the event of tenants not repaying the debt to the Council and after all Council procedures having been followed in order to obtain repayment it may be necessary to write off the debt. In these cases the “rent in advance” budget will be used. Members will have to be aware that there is a risk that Bromsgrove District Council will be unable to recover all monies paid out for this scheme, which could mean that additional future funding may be required to ensure the long term operation. It is anticipated however that through careful selection, monitoring and support, that applicants will have the budgeting skills to pay all debts, encouraging them to live independently.

7. LEGAL IMPLICATIONS

- 7.1 By having a Rent in Advance and Deposit Bond scheme, Bromsgrove District Council will be able to ensure that they are able to prevent some households from becoming homeless. The Homelessness Act 2002 sited prevention of homelessness as the key issue that local authorities should be committed to working towards.
- 7.2 The provision of this scheme will be provided under the Housing Act 1996, Section 179 which states:
- “The authority may give to any person by whom such advice and information is provided on behalf of the authority assistance by way of grant or loan.”
- 7.3 By providing extra units of accommodation to households in housing need, this would reduce the demand on the Council’s statutory duty under Part 7 of Housing Act 1996 (as amended by Homelessness Act 2002), whereby local authorities are responsible for providing settled accommodation to vulnerable households threatened with homelessness.
- 7.4 By insisting on a “Pay Back” element to the scheme, applicants will have to sign a legal agreement to repay any money paid by Bromsgrove District Council. If they fail to comply with their agreement, the Council will follow the necessary procedures to recover these monies through the legal process.

8. CORPORATE OBJECTIVES

- 8.1 This scheme would support the Council Objective 01 of Regeneration, by: “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 the District’s residents.”
The scheme will ensure that more units of accommodation are made available to households in housing need.

9. RISK MANAGEMENT

- 9.1 If this scheme is not adopted there is a risk that more households who are threatened with homelessness or who are in housing need will have limited alternative options. There is the risk that they may have to make a homeless approach. This could consequently lead to the following risks:

- 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.
- Inability to reach DCLG target or reducing temporary accommodation by 50% by the year 2010

10. CUSTOMER IMPLICATIONS

- 10.1 These recommendations would benefit the customers by offering households the opportunity to access accommodation that otherwise would be unobtainable to them. By offering the opportunity to access the private rented sector households the scheme will be empowering households to choose the type of accommodation and area that they want to live in.

Careful consideration will have to be given to the selection for this scheme, as there is the possibility that if too many households are accepted, there may not be sufficient funds to allow for them to acquire a tenancy during the pilot year. This situation would create poor customer service, as expectations of the service would not be met. It is aimed therefore that only applicants where the Housing Initiatives Officer is convinced that they will be in a position to repay any owed money or be able to sustain their tenancy will be considered for this scheme.

11. OTHER IMPLICATIONS

Procurement Issues - None
Personnel Implications

<p>The pilot scheme will be managed and administered by utilising the resources of the Housing Initiatives Officer.</p> <p>The scheme would also require resource commitment from Financial Services Department in respect of sundry debtor invoicing and Housing Benefit.</p>
Governance/Performance Management - None
Community Safety including Section 17 of Crime and Disorder Act 1998 – None
Policy – None
<p>Environmental</p> <p>By utilising existing properties in the district to help address the housing need, the Council will be minimising the pressure for new development in the area which in turn have benefits for the environment.</p>
<p>Equalities and Diversity</p> <p>By implementing this scheme, the Council will be making better use of the potential uncapped provisions in the private rented sector. The district has witnessed an increase in the market value of properties in recent years which in turn have seen an increase in rental prices leading to an unbalanced housing market where only the more affluent can afford to buy or rent properties. A rent in advance and deposit bond scheme would go somewhere to realigning these inconsistencies by making private properties available for over 25s in housing need.</p>

12. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Acting Chief Executive	Yes
Corporate Director (Services)	Yes
Assistant Chief Executive	
Head of Service	Yes
Head of Financial Services	Yes
Head of Legal & Democratic Services	Yes

Head of Organisational Development & HR	Yes
Corporate Procurement Team	

13. **APPENDICES**

- Appendix 1 Increase in Property Prices in Bromsgrove District
Appendix 2 Rent in Advance and Deposit Bond Procedural Flow Chart

14. **BACKGROUND PAPERS**

Audit Commission, Local Authority Housing Inspection Report, July 2006
Letter from DCLG "Feedback on the Action Planning Day 4th July 2006
for the Council's Homelessness Service.

CONTACT OFFICER

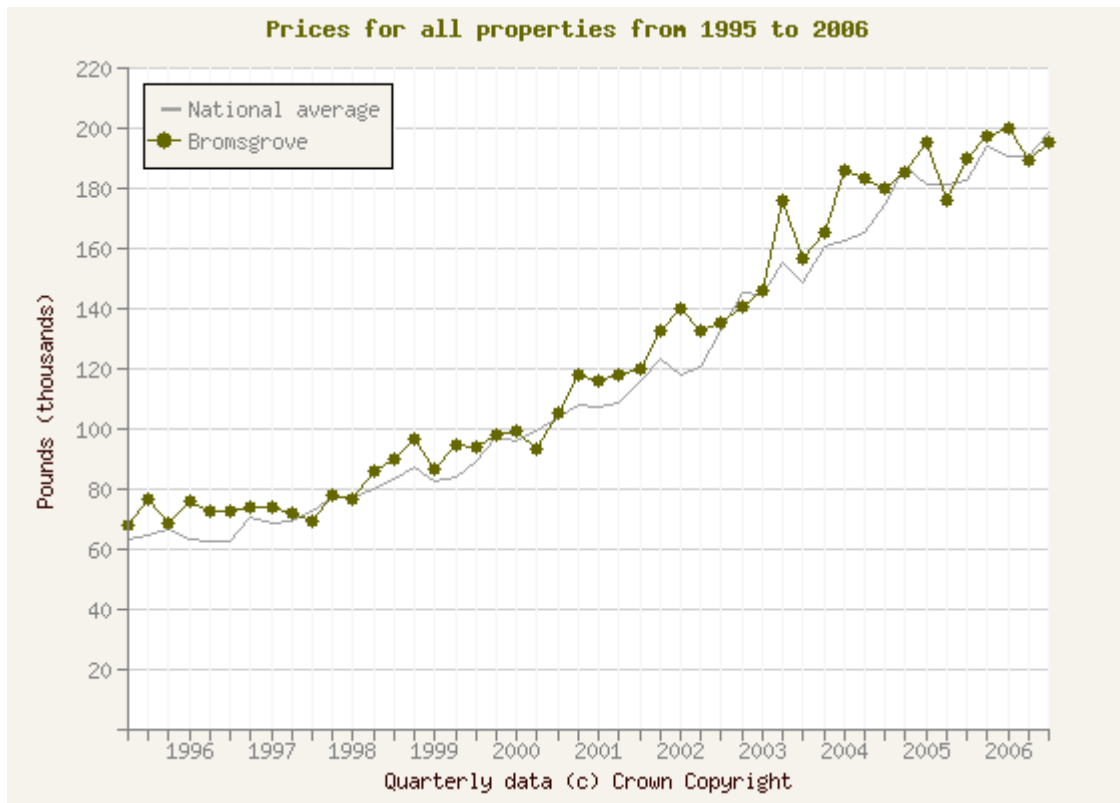
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Appendix 1

Increase in Property Prices in Bromsgrove District

	2000	2001	2002	2003	2004	2005	Percent Change 00-05
Bromsgrove	£133,306	£142,053	£163,800	£189,478	£210,277	£209,181	56.9

Land Registry, 2005



KEY

Housing Benefit

CAB

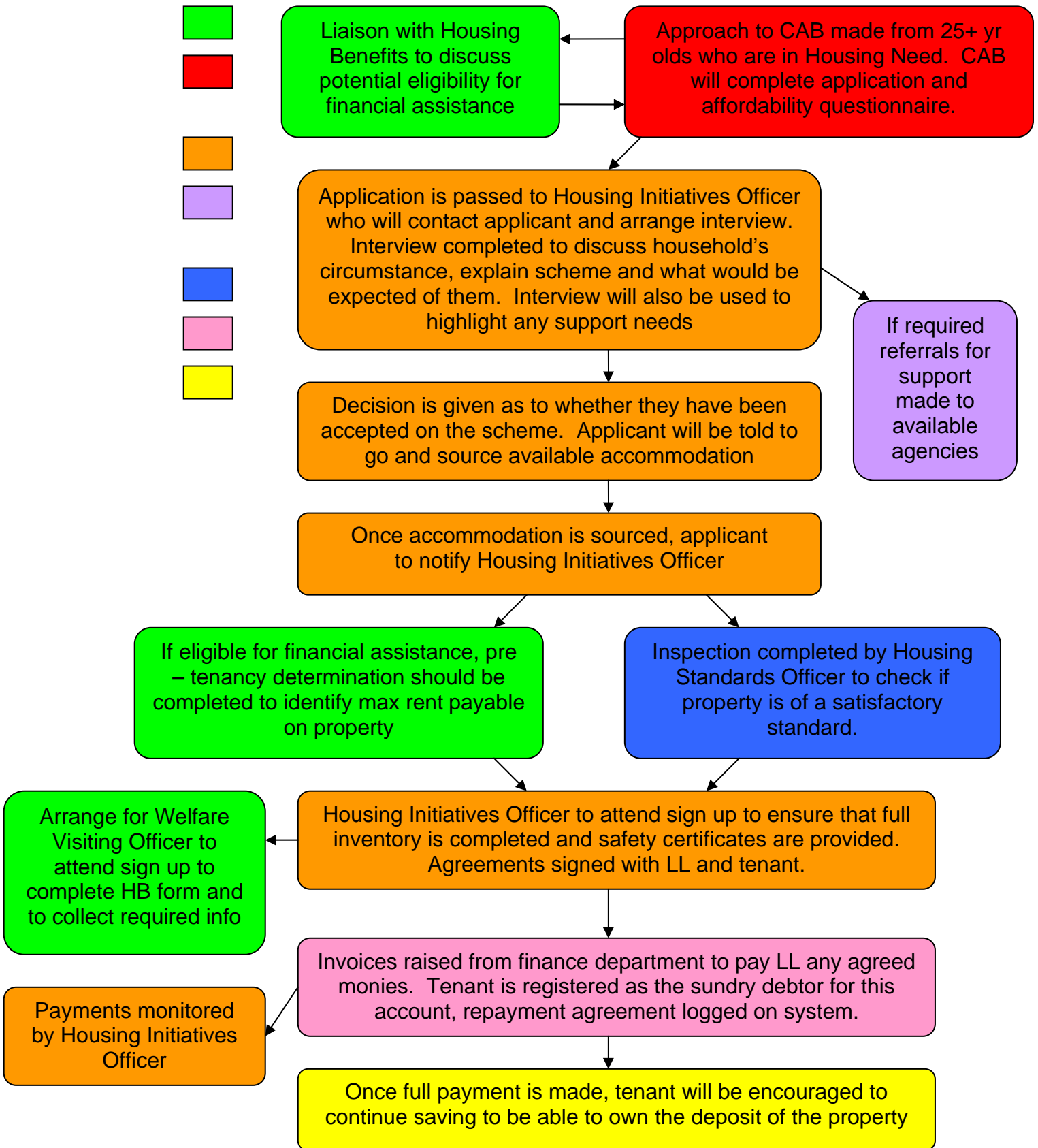
Housing Initiatives
Officer

Support

Housing Standards
Officer

Finance

Savings



BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6TH DECEMBER 2006

HOMELESSNESS PREVENTION 'SPEND TO SAVE' SCHEME

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

1.0 SUMMARY

- 1.1 This scheme details information on a “spend to save” scheme that has been developed to enable Council Officers to resolve the housing difficulties of vulnerable statutorily homeless households in a cost effective way to prevent homelessness occurring or the need to rehouse or provide B&B accommodation. This scheme enables officers to spend money in a flexible way where the cost benefits to the Council of doing so are clear.
- 1.2 At the meeting on the 1st November, the Executive Cabinet approved that the provision of Homelessness Prevention Spend To Save Scheme be piloted from January to April 2007 funded from within existing budgets.
- 1.3 Continuation of a scheme in 2007/8 will be subject to approval through the Council’s Budget process.

2.0 RECOMMENDATION

- 2.1 **That members approve the detailed information relating to the operation of a Homelessness Prevention Spend To Save Scheme for implementation in accordance with Executive Cabinet minute 95/06 (D) and from April 2007 if Council Budget approval is granted.**

3.0 BACKGROUND

- 3.1 The Homelessness Act 2002, asked local authorities to “*ensure a more strategic approach to tackling and preventing homelessness.*” Local authorities are now encouraged to develop more focussed procedures to tackle the causes of homelessness to reduce the number of cases that are accepted as statutory homeless, and for whom secure accommodation will have to be sourced.

- 3.2 It is proposed that the Council should make funding available to allow for officers to creatively look at preventing individual households from becoming homeless by offering financial solutions where appropriate.
- 3.3 This scheme would become a key strand in improving the Council's performance under its homelessness duty by enabling a flexible approach towards the prevention of homelessness and avoiding the need to provide temporary accommodation thus saving the Council money.
- 3.4 It is proposed that referrals to this scheme will be made from both Bromsgrove District Housing Trust and Citizens Advice Bureau, who will identify cases where there is the potential to prevent a household becoming homeless by the application of the Spend to Save funds.
- 3.5 Referrals will be made to the Council's Housing Initiatives Officer who will consider the referral jointly with another member of the Strategic Housing Team (See appendix 2). A decision will be reached within an agreed timescale so that there is no delay to the prevention process. The Housing Initiatives Officer will look to satisfy the following criteria when considering a referral.
- The household would be accepted as statutory homeless if they went through the homeless process (i.e. the Council would have a duty to rehouse).
 - Any money allocated by the "Spend To Save" scheme will ensure that the household is no longer threatened with homelessness.
 - It can be proven that any money allocated on behalf of the household is cheaper than the alternative of placing that household in temporary accommodation.
 - The household is able to agree to a repayment plan to repay the money paid by the Council.
- 3.6 Once a referral is agreed, a request for payment is made to the Finance Department, who will raise a cheque to be paid to resolve the homeless situation. The household will be sent an invoice for this amount, and required to sign to agree to make regular repayments against the debt.

4.0 WHY BROMSGROVE DISTRICT COUNCIL NEEDS A "SPEND TO SAVE" SCHEME

- 4.1 The scheme would assist the Council's performance of the BVPI 213 which asks the authority to report upon:

"The number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation."

Financial assistance will be offered to ensure that the household do not have to make a homeless approach for housing assistance.

- 4.2 The Scheme would assist the Council's performance of the BVPI 214 which asks the authority to report upon:

“Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last two years.”

By offering workable solutions to a household's threat of homelessness it is hoped that they will be less likely to find themselves in the same situation later along the line.

- 4.3 The scheme would assist the Council's performance of the BVPI 183(a) which asks to report upon:

“The average length of stay in B+B accommodation of households that include dependant children or a pregnant woman.”

By preventing the number of homeless approaches, this in turn will reduce the pressure on all forms of temporary accommodation.

- 4.4 The Scheme would contribute to the target set by DCLG of reducing temporary accommodation by 50% by the year 2010, as there will be a reduced number of households that are owed a duty to be re-housed.

- 4.5 Implementation of a scheme would support recommendations made by the Audit Commission Inspection:

“The Council has not used all possible options in addressing the needs of homeless and vulnerable people in the district and it has not been sufficiently innovative on using all housing options to limit homelessness. For example, a bid was made to Council to provide a ‘Spend to Save’ scheme that could be used, for instance, to provide financial support to a single parent enabling them to remain at home. This was turned down by Councillors. This limits the number of options for external homelessness prevention services.

Point 96

- 4.6 A scheme will save Bromsgrove District Council the money which would have alternatively been paid to place that household in temporary accommodation. The potential savings of this scheme are detailed in appendix 1.

5.0 FINANCIAL IMPLICATIONS

- 5.1 It is proposed that budgetary allowances are made for £5,000pa for the “Spend to Save” scheme. It is anticipated that this money may be used to offer financial assistance to at least 7 households over the first year.
- 5.2 To ensure that this scheme will be able to assist more vulnerable households, it is proposed that the Council asks the households to repay the money paid on their behalf to resolve the housing situation.
- 5.3 When it is agreed that the household will be allocated funds from the “Spend To Save” scheme, the household will be informed of their responsibility to repay the agreed money. A repayment plan can be reached to ensure that the household are only required to repay what they can afford.
- 5.4 Allowances will have to be made for the potential situation of households that do not repay the money owed. As it is possible that the money expended by the Council may not be large amounts, it may be cost effective to write off some bad debts; therefore revenue funding will be required each year to ensure that the scheme continues.
- 5.5 Allowances will need to be made for 50% of the debt not being recovered to enable the Council to continue to offer this service.

6. LEGAL IMPLICATIONS

- 6.1 The provision of this scheme will be provided under the Housing Act 1996, Section 179 which states:

“The authority may give to any person by whom such advice and information is provided on behalf of the authority assistance by way of grant or loan.”

- 6.2 The ability to look creatively at preventing households from becoming homeless will help reduce the demand on the Council’s statutory duty under Part 7 of Housing Act 1996 (as amended by Homelessness Act 2002), whereby local authorities are responsible for providing settled accommodation to vulnerable households threatened with homelessness.

By insisting on a “Pay Back” element to the scheme, applicants will have to sign a legal agreement to repay any money paid by Bromsgrove District Council. If they fail to comply with their agreement, the Council will follow the necessary procedures to recover these monies through the legal process.

7. CORPORATE OBJECTIVES

- 7.1 The scheme will support the Council Objective 01 of Regeneration, by: “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 the District’s residents.” This will be achieved by offering households more choice to be able to resolve their own housing situation allowing them to reside in decent, affordable and sustainable homes.

8.0 RISK MANAGEMENT

- 8.1 If this scheme is not adopted there is a risk that more households who are threatened with homelessness or who are in housing need will have limited alternative options. There is the risk that they may have to make a homeless approach and this could consequently lead to the following risks:

- Inability by the Council 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.
- Inability to reach DCLG target of reducing temporary accommodation by 50% by the year 2010

9. CUSTOMER IMPLICATIONS

- 9.1 This scheme will benefit the Council’s customer, by offering household’s more options to prevent their homelessness. By allowing them to remain in their own homes, the Council will be encouraging them to be more independent and take responsibility for their housing situation.

The scheme will also benefit the larger community as there will be fewer households making homeless approaches, and in turn less homeless households in the district.

There will have to be careful consideration as to how this scheme is marketed as there is the risk that its introduction may lead to an unmanageable demand. This situation would create poor customer service, as expectations of the service would not be met. This risk can be reduced by careful selection of appropriate households.

10. OTHER IMPLICATIONS

Procurement Issues None
Personnel Implications This scheme will be managed and administered by utilising the resources of the Housing Initiatives Officer. Consideration will have to be given to whether additional staff will be required to continue and develop this scheme after the end of the pilot. This scheme would also require resource commitment from Financial Services Department.
Governance/Performance Management Ability to improve performance against BVPI's as detailed in the report.
Community Safety including Section 17 of Crime and Disorder Act 1998 None
Policy None
Environmental None
Equalities and Diversity None

10. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Acting Chief Executive	YES
Corporate Director (Services)	YES
Assistant Chief Executive	
Head of Service	YES
Head of Financial Services	YES
Head of Legal & Democratic Services	
Head of Organisational Development & HR	
Corporate Procurement Team	

11. APPENDICES

Appendix 1 Potential Savings from Spend to Save Scheme
Appendix 2 Spend to Save Flowchart

12. BACKGROUND PAPERS

Audit Commission, Local Authority Housing Inspection Report, July 2006 Homelessness Prevention, a guide to good practice.

CONTACT OFFICER

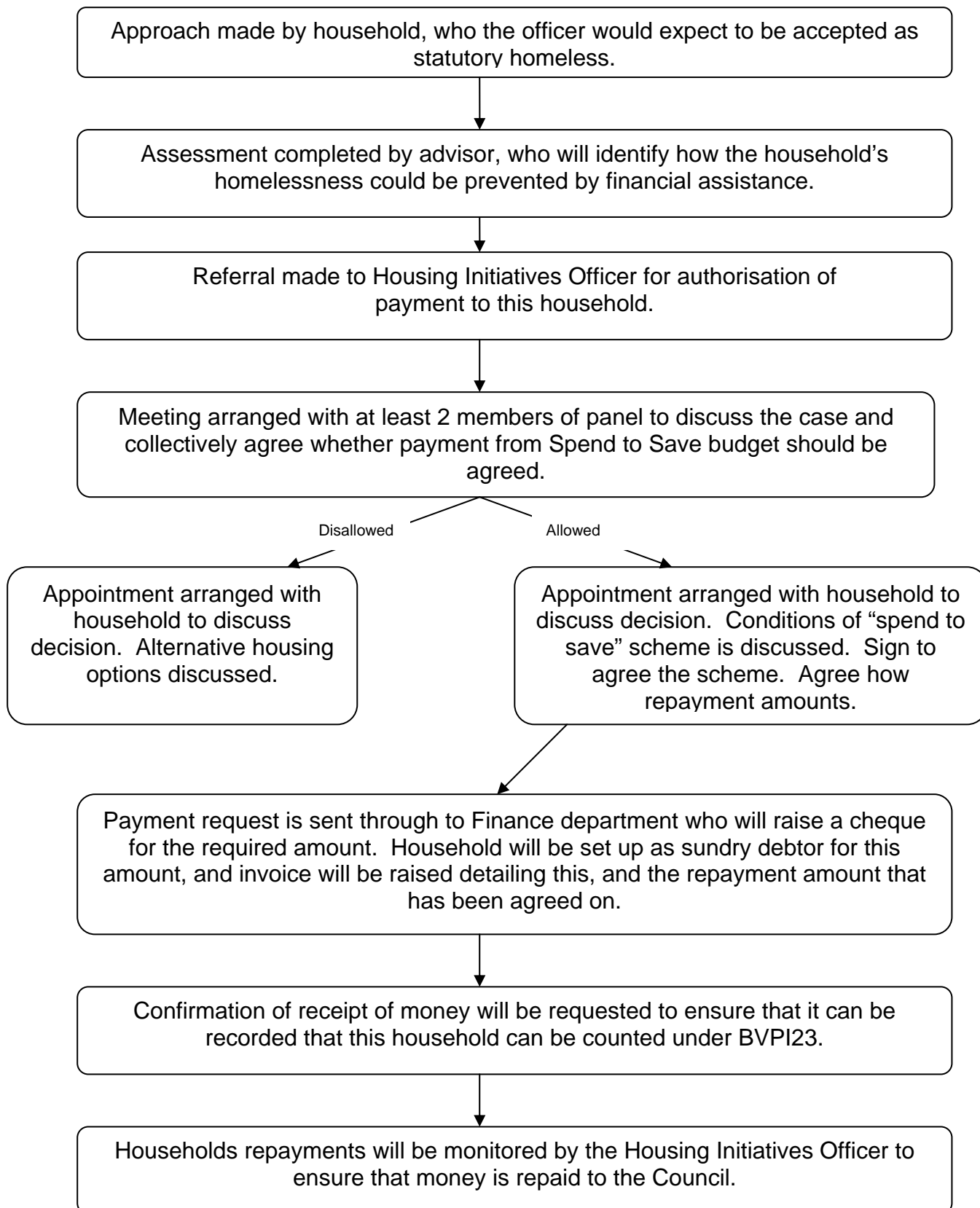
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Appendix 1

Potential Savings from “Spend to Save” Scheme

Family Make-Up	How could be prevented	Cost of Prevention	Cost of putting family in B+B	Money Bromsgrove District Council have saved
Single parent	Pay deposit for private tenancy	£550	£1890	£1340
Single parent	Pay rent arrears	£990	£1890	£900
Couple and Child	Pay for damage in private tenancy	£675	£2310	£1635
Vulnerable single	Pay off unsecured debt	£1200	£1890	£690
Vulnerable single	Pay mother to keep child at home	£500	£1890	£1390
Couple and children	Pay shortfall from backdating of HB	£550	£2310	£1760
Couple and children	Pay to have house tidied to maintain tenancy	£535	£2310	£1775
Totals		£5000	£14,490	£9,490

Appendix 2
Procedural Flow Chart of “Spend to Save” Scheme



BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6th DECEMBER 2006

AFFORDABLE HOUSING - HOUSMAN CLOSE, CHARFORD

Responsible Portfolio Holders	Cllr Peter Whittaker / Cllr B. Fuller
Responsible Head of Service	Phil Street

1. SUMMARY

- 1.1 The report brings forward a proposal by BDHT to develop four units of affordable housing for older people on land currently in the ownership of the Council. The land (Marked as Site 1 on Appendix 1) that is currently open space play facility falls within the boundary of the Charford Regeneration Scheme, an area that is scheduled to receive extensive estate layout remodelling and refurbishment by BDHT.
- 1.2 BDHT have made an application to acquire the Housman Close site from the Council to develop four bungalow units of affordable accommodation and in return make available two other sites in BDHT ownership at Austin Road and Humphrey Avenue available to the Council for the siting of new play equipment.

|
2. RECOMMENDATION

- 2.1 **That approval be granted for the Housman Close Site to be conveyed to BDHT for the development of affordable housing at a figure below market value, to be negotiated by the officers in consultation and agreement with the Portfolio Holder For Strategic Housing.**
- 2.2 **That that the conveyance of the Housman Close site to BDHT be made on condition that, subject to successful local consultation being undertaken, the Council be allowed to site play equipment on one or both of the Humphrey Avenue and Austin Road sites identified in the report.**

3. BACKGROUND

- 3.1 As a result of Housing Transfer, Bromsgrove District Housing Trust have funding available within their refurbishment programme to improve and

regenerate estate areas that require external remodelling and refurbishment.

- 3.2 The upper Austin Road area of the Charford Estate has been identified as a priority for regeneration and extensive consultation has been undertaken with local residents and statutory agencies in developing proposals to update the external appearance and condition of the estate.
- 3.2 BDHT, in consultation with tenants has appointed architects to further develop plans for the regeneration of the estate that includes demolition of garage areas, improved parking, street lighting and landscaping. There are proposals to improve the appearance of the Wimpey 'No Fines' concrete dwellings on the estate and provide some additional units of accommodation where space allows.
- 3.3 The process of consultation and the development of draft plans has indicated the benefits of developing four additional units of affordable housing (bungalows) for older people on Council owned recreation land (Site 1 – Appendix 1) that is situated in close proximity to the OAP bungalows in Morris Walk. Feedback from residents and the Police indicate that the land in question is not suitable as a play area and not conducive to the overall improvements targeted through the regeneration scheme. Over the years there has been a history of complaints by local residents of annoyance and nuisance emanating from the site.
- 3.4 BDHT have made a formal approach to acquire the land at Housman Close from the Council with the intention of building four bungalows for rent to older people. It is considered that the proposed development would provide additional units of affordable accommodation, complement the existing older peoples bungalows and 'design out' or reduce the likelihood of anti social behaviour occurring in the neighbourhood.
- 3.5 **OPTION 1** - In recognition of the re-designation and conveyance of Site 1 to BDHT for housing development, the housing trust is offering to make available:
- a site within the open space in front of the Humphrey Avenue shopping parade /MARC Centre (Site 3 on Appendix 1) for the siting of Council funded (from Sect 106) play equipment.
 - a second site off Austin Road (Site 2 on Appendix 1) upon which BDHT would fund and provide play facilities.
- 3.6 This option would require agreement upon the type and extent of the play facilities that would be provided by BDHT on the Austin Road Site and a commuted sum payable by BDHT for the Council to maintain the facilities in the future.
- 3.7 The sighting of Council provided equipment at Humphrey Avenue and Austin Road would be subject to a risk assessment process and local resident and business consultation.

3.8 The conveyance of Site 1 on this basis would indicate that the land is being conveyed at a discounted value (Site value for affordable housing less the value of the equipment to be provided by BDHT on site 2 and the value of the provision of sites 2 and 3. The discount would be a Council contribution towards the provision of the affordable housing on Site 1 and be viewed favourably by the Housing Corporation who encourage a joint commissioning approach on small developments.

3.9 **OPTION 2** - An alternative option for the Council to consider may be:

- To decline BDHT's offer to provide play equipment at Site 2 (Austin Road) in favour of requesting a capital receipt for Site 1 based upon 50% of the site value for affordable housing.
- Thus agree that the site at Housman Close be conveyed to BDHT for a figure below market value for the development of affordable housing.
- Utilise the capital receipt to fund play equipment at an alternative site (which subject to successful consultation could still be Humphrey Avenue and/or Austin Road sites).
- Make the conveyance of the Housman Close Site to BDHT subject to a condition that allows the Council (subject to consultation and risk assessment) to site play equipment (at the Council's expense) at one or both of the sites 2 and 3 (Austin Rd and Humphrey Avenue) if consultation proves it to be appropriate to do so.

3.10 Conveyance of the land under the terms set out in Option 2 would retain the options to site play equipment (subject to consultation) at the Humphrey Avenue and Austin Road sites, but bring in a capital receipt to the Council that could be re-invested in play provision elsewhere if necessary and still provide a considerable contribution (half the land being discounted) towards the provision of affordable housing on Site 1. This discount would be viewed favourably by the Housing Corporation as a local authority contribution towards the development funding they will be asked to grant to BDHT.

4. FINANCIAL IMPLICATIONS

4.1 The disposal of the Council owned site for affordable housing as proposed under Option 2 will be negotiated taking into consideration open market site value and an affordable housing value assessment.

5. LEGAL IMPLICATIONS

5.1 Consultation and risk assessment regarding the proposed siting of play equipment would be carried out prior to an agreement with BDHT being concluded with regard to the siting of play areas.

6. CORPORATE OBJECTIVES

- 6.1 CO1 – Promotes additional affordable Housing
CO2 – Assists the Charford Regeneration Project
CO3 – Enables enhanced play facilities, enables development of affordable housing for older people and addresses issues of anti social behaviour.

7. CUSTOMER IMPLICATIONS

- ✓ Reduction of anti social behaviour at Housman Close by building on the site.
- ✓ Affordable Housing for older people.
- ✓ Assisting the Charford Regeneration Schemes.
- ✓ Better play facilities

Public consultation upon the proposed siting of play facilities at Humphrey Avenue to be carried out by Leisure Services Officers.

8. OTHER IMPLICATIONS

Personnel Implications None
Community Safety including Section 17 of Crime and Disorder Act 1998 Potentially reduce ASB at Housman Close – Consultation to assess impact of provision of play area at Humphrey Avenue
Policy Open Space issues
Environmental Scheme aims to improve local environment and help reduce ASB

10. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Acting Chief Executive	
Corporate Director (Services)	Yes
Assistant Chief Executive	
Head of Service	Yes

Head of Financial Services	Yes
Head of Legal & Democratic Services	Yes
Head of Organisational Development & HR	Yes
Corporate Procurement Team	

11. **APPENDICES**

Appendix 1 Plan of sites referred to in the report

12. **BACKGROUND PAPERS**

None

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