



BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

WEDNESDAY, 3RD JANUARY 2007 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 6th December 2006 (attached)
4. Matters Arising from the Minutes
5. Public Questions
6. To receive the Minutes of the Scrutiny Steering Board dated 5th December 2006 (attached)
7. To receive the Minutes of the Performance Management Board dated 15th December 2006 (attached)
8. Medium Term Financial Plan (presentation by Head of Financial Services)
9. Capital Programme 2007/08 - 2009/10 (attached)
10. Value for Money Strategy (attached)
11. Asset Management Plan (attached)

12. Improvement Plan Exception Report - October 2006 (attached)
13. Countywide Strategic Housing Priorities (attached)
14. Code of Practice relating to Licensing Matters (attached)
15. Scheme of Delegation - Gambling Act 2005 (attached)
16. Submission of Comprehensive Performance Assessment Self Assessment (attached)
17. Local Protocol on Relations between Members (attached)
18. Committee Timetable 2007/08 (attached)
19. Electoral Administration Act 2006 (attached)
20. Neighbourhood Management Pilot (attached)
21. 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.
22. To consider, and if considered appropriate, to pass the following resolution to exclude the public from the meeting during the consideration of item(s) of business containing exempt information:-

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

<u>Item No.</u>	<u>Paragraphs</u>
23	7
24	1

23. Write-Off - Housing Benefit Overpayment (attached - not available to the public)
24. Performance and Development Processes - Chief Executive/Acting Chief Executive (attached - not available to the public)

K.DICKS
Acting Chief Executive

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

20th December 2006

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE EXECUTIVE CABINET

Wednesday, 6th December 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., 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 Mrs. S. J. Baxter
Mr. J. Edwards (Lead Official)

103/06 **APOLOGIES**

An apology for absence was received from Councillor B. L. Fuller C.B.E., Q.F.S.M.

104/06 **MINUTES**

The Minutes of the Meeting of the Executive Cabinet held on 1st November 2006 were submitted.

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

105/06 **MATTERS ARISING FROM THE MINUTES**

(a) Task Groups

Further to Minute 88/06, the Portfolio Holder for Street Scene and Waste Management expressed concern that of the existing Task Groups, three involved significant input from Officers from Street Scene and Waste Management which could result in an adverse impact on staff resources.

(b) Removal of Spoil Heaps at St Chad's Park, Rubery

Further to Minute 101/06 it was reported that the spoil heaps at St Chad's Park had been removed and that the area would be re seeded.

106/06 **BDHT SCRUTINY REPORT**

The Cabinet considered recommendations made by the Scrutiny Steering Board regarding the relationship between the Council and the Bromsgrove District Housing Trust based on the report of the Task Group set up to scrutinise this matter. The Cabinet acknowledged the work undertaken by the Task Group in producing a clear and straightforward report on the issue. It was recognised that since the production of the report in July 2006 some issues had moved on, partly as a result of the work of the Task Group.

RESOLVED:

(a) that no action be taken to establish an Advisory Group of the Executive Cabinet to explore ways in which the relationship could be further improved at the present time, in view of the work being undertaken by Officers and the improvement achieved in the working relationship between the Council and BDHT;

(b) that the possibility of providing a Rent Collection Service at the Customer Service Centre for BDHT tenants be investigated and form part of discussions in relation to working in partnership with BDHT on a number of Housing issues;

(c) that it be noted that BDHT have now made alternative arrangements in relation to payroll services but that the possibility of joint provision in the future of payroll services by an external provider be acknowledged;

(d) that it be noted that the Officers are currently considering a new approach to the provision of CCTV and Telecare Services including working closely with other Local Authorities, but that further consideration be given as to how monitoring of the services can be properly achieved;

(e) that Members be informed that queries regarding responsibility for maintenance of certain pieces of land in the District can be resolved by reference to plans held by Legal and Democratic Services and that a copy of the documentation will be placed in the Members' area;

(f) that it be noted that discussions are already taking place with BDHT with regard to jointly investing in resources required for Grounds Maintenance and that this be pursued;

(g) that it be noted that the Cabinet Advisory Group on Affordable Housing is now actively addressing the provision of land for affordable housing and closer involvement with BDHT is being achieved through the Local Strategic Partnership. In addition it is intended that a report be submitted to Executive Cabinet early in 2007 relating to possible Preferred Partnership Status for BDHT.

(Councillor Mrs. C. J. Spencer declared a personal interest in this item as one of the Council's representatives on the BDHT Board).

107/06

AUDIT BOARD

The Minutes of the Meeting of the Audit Board held on 21st November 2006 were submitted.

Councillor Mrs. S. Baxter, Chairman of the Board, addressed the Cabinet and commented that it may be appropriate for the frequency and timing of meetings to be driven by events rather than by a fixed timetable of meetings.

RESOLVED:

- (a) that the Minutes of the Meeting be noted;
- (b) that the possibility of scheduling meetings of the Board as they are required be considered.

108/06

SCRUTINY STEERING BOARD

The Minutes of the Meeting of the Scrutiny Steering Board held on 31st October 2006 were submitted.

The Chairman of the Scrutiny Steering Board referred to the decision of the Board made at its meeting on 5th December 2006 to invite members of the Post Watch Midlands Group to attend the next meeting of the Board for a discussion and information gathering exercise relating to the issue of closure of Rural Post Offices.

The Chairman of the Board also reported an issue raised at the Board's meeting on 5th December 2006 regarding the methodology used in obtaining of performance information in relation to the Local Performance Indicator on missed bins.

RESOLVED:

- (a) that the Minutes of the Meeting be noted;
- (b) that the Leader of the Council, the Chairman of the Scrutiny Steering Board and appropriate Officers meet with representatives of the Post Watch Midlands Group to determine whether there are any proposals to close Post Offices within the Bromsgrove District Council area;
- (c) that the question of collection of data on missed bins be considered under the agenda item on the Improvement Plan.

109/06

PERFORMANCE MANAGEMENT BOARD

The Minutes of the Meeting of the Performance Management Board held on 24th November 2006 were submitted.

RESOLVED: that the Minutes of the Meeting be noted.

110/06

MEDIUM TERM FINANCIAL PLAN

Consideration was given to a report on the current position on the Medium Term Financial Plan for 2007/08 to 2009/10 in relation to both Capital and Revenue budgets. It was reported that a presentation would be made to all Members on 20th December 2006. It was

RESOLVED:

- (a) that the current financial position for 2007/08 to 2009/10 be noted;

(b) that Heads of Service be requested to provide information relating to alternative ways of delivering services to demonstrate how levels of financial efficiencies could be achieved during 2007/08 to 2009/10 to ensure a robust and balanced budget;

(c) that Members give consideration to any additional budget pressures and the prioritisation of pressures and savings as identified in appendices C and D to the report.

111/06 **COUNCIL TAX BASE CALCULATION 2007/08**

Having considered the figures relating to the Council's Tax Base, it was

RESOLVED: that in accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992 the Council's Tax Base for 2007/08 assume a collection rate of 99.00% and be calculated at 35,939.18 for the area as a whole and for individual Parishes as set out in appendix 1 of the report.

112/06 **IMPROVEMENT PLAN AND EXCEPTION REPORT SEPTEMBER 2006**

Consideration was given to the updated Exception Report and Improvement Plan. There was also a discussion on the issue relating to the collection of performance data on missed bins raised by the Scrutiny Steering Board referred to in Minute 108/06.

RESOLVED:

(a) that the corrective actions being undertaken to address the contents of the Improvement Plan be noted;

(b) that it be noted that 94% of the Improvement Plan is on target or only one month behind;

(c) that no action be taken to amend the method of collecting data in relation to the reporting of the Local Performance Indicator on missed bins but that the focus be on the improvement of the service itself.

113/06 **BUSINESS PLANNING AND PERFORMANCE MANAGEMENT**

The Cabinet considered a report on an amended process for Business Planning and Performance Management together with an Annual timetable for the process. Following discussion it was

RESOLVED:

(a) that the process set out in appendix 1 to the report "Business Planning in a Nutshell" be approved;

(b) that the Annual timetable set out in appendix 2 to the report be approved and adopted;

(c) that the process and timetable be adhered to for at least a one year period.

114/06

PERFORMANCE INDICATORS – QUARTER 2 2006

The Cabinet considered a report on the Council's performance at 30th September 2006. Following discussion it was

RESOLVED:

- (a) that the corrective action being taken be noted;
- (b) that it be noted that 52% of indicators are improving or stable;
- (c) that it be noted that targets are being achieved in 39% of indicators;
- (d) that the revised targets for performance indicators as set out in section 4.7 of the report be approved.

115/06

LOCAL GOVERNMENT WHITE PAPER
STRONG AND PROSPEROUS COMMUNITIES

The Cabinet considered a report on the Central Government White Paper on the future of Local Government. It was felt that all members should have the opportunity to fully understand the contents and the implications of the White Paper. In addition there was a need for further consideration to be given to the possibility of unitary status and/or enhanced two tier working. Following discussion it was

RESOLVED:

- (a) that the proposals within the Local Government White Paper be noted ;
- (b) that arrangements be made for a presentation to members on the White Paper and that in the meantime members be urged to familiarise themselves with the contents of the White Paper;
- (c) that the issue of unitary status and/or enhanced two tier working be considered at the special meeting of Executive Cabinet already scheduled for 16th January 2007.

116/06

UPDATE ON REVIEW OF PEST CONTROL SERVICE

Following consideration at a previous meeting of a report on the review of the Pest Control Service when it was decided to externalise the Service, consideration was given to a report which sought to define the term "vulnerable", as residents who came within this definition would receive free provision of services relating to Pest Control. Following discussion it was

RESOLVED:

(a) that "vulnerable" be defined as those households where the main householder is in receipt of either Income Support, Housing Benefit or Council Tax Benefit;

(b) that this definition be used in future in determining any concessions in relation to Council services;

(c) that any concessions be considered on a service by service basis until a comprehensive concessions policy is developed.

117/06

UPGRADING OF CCTV FACILITIES AT ST CHADS PARK RUBERY

Consideration was given to a report on the upgrading of the CCTV facility at St Chads Park Rubery, including the expansion of the telephone line facility to allow for future growth in CCTV coverage. Following discussion it was

RESOLVED:

(a) that the scheme to upgrade the CCTV facility at St Chads Park, Rubery at a cost of £29,000 be approved;

(b) that that the Scheme be included in the revised capital budget for 2006/07;

(c) that the sum of £29,000 be vired from the projected underspend on the capital budget for the provision of CCTV facilities at Wythall/Drakes Cross;

(d) that the telephone line costs of £1,000 per annum be approved.

118/06

LOCAL GOVERNMENT (EARLY TERMINATION OF EMPLOYMENT) (DISCRETIONARY COMPENSATION) (ENGLAND AND WALES) REGULATIONS 2006

The Cabinet gave consideration to a report on new Regulations relating to early termination of employment and discretionary compensation. There was discussion on a proposed new policy in response to the Regulations. It was

RESOLVED:

(a) that the Council's existing practice of paying redundancy payments based on actual weeks pay be continued;

(b) that it be agreed that the Council does not exercise its discretion to award additional pensionable service under the augmentation provisions;

(c) that the Council's existing custom and practice arrangements in

relation to the 2000 Regulations continue to apply for those whose employment commenced before 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 in accordance with the new policy.

RECOMMENDED: that discretionary powers be delegated to the Chief Executive in consultation with the Head of Financial Services and the relevant Portfolio Holder to make 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 criteria set out in the report.

119/06

RENT IN ADVANCE AND DEPOSIT BOND SCHEME

Consideration was given to a report on the detailed operation of a Rent in Advance and Deposit Bond Scheme which had been approved in principle by Executive Cabinet on 1st November 2006. In view of the Council's commitment to seek to tackle and reduce homelessness in the District, it was

RESOLVED:

(a) that the detailed information relating to the operation of a Rent in Advance Deposit Bond Scheme for implementation in accordance with the previous decision of Cabinet on 1st November 2006 be approved;

(b) that the Scheme be categorised as high priority within the Medium Term Financial Plan for 2007/08.

120/06

HOMELESSNESS PREVENTION "SPEND TO SAVE" SCHEME

Consideration was given to a report on the detailed operation of a Homelessness Prevention "Spend to Save" Scheme which had been approved in principle by Executive Cabinet on 1st November 2006. In view of the Council's commitment to seek to tackle and reduce homelessness in the District, it was

RESOLVED:

(a) that the detailed information relating to the operation of a Homelessness Prevention "Spend to Save" Scheme for implementation in accordance with the previous decision of Cabinet on 1st November 2006 be approved;

(b) that the Scheme be categorised as high priority within the Medium Term Financial Plan for 2007/08.

121/06

AFFORDABLE HOUSING – HOUSMAN CLOSE, CHARFORD

Consideration was given to a report on a proposal from Bromsgrove District Housing Trust to develop four units of affordable housing for

older people on land in the ownership of the Council and currently designated as open space play facility at Housman Close, Charford, Bromsgrove. The proposal included the provision to site play equipment on other sites in Charford owned by BDHT. In view of the opportunity to promote the provision of affordable housing, to assist with the Charford Regeneration Project and to provide enhanced play facilities in the area, it was

RESOLVED:

(a) that the land at Housman Close, Charford identified in the report be conveyed to BDHT for the development of affordable housing at a figure below market value, to be negotiated by Officers in consultation and agreement with the Portfolio Holder for Strategic Housing;

(b) that the conveyance of the land at Housman Close to BDHT be undertaken on the basis that, subject to successful local consultation being undertaken, the Council be permitted to site play equipment on either or both of the Humphrey Avenue and Austin Road sites identified in the report.

122/06

MALVERN OUTDOOR EDUCATIONAL CENTRE

(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)

It was reported that a letter had been received from Malvern Hills District Council seeking this Council's support for a motion passed by that Council expressing concern over the proposal of Worcestershire County Council to withdraw grant funding to the Malvern Outdoor Educational Centre from September 2008. Malvern Hills District Council were requesting other Districts within Worcestershire to write to the County Council requesting reconsideration of the funding proposal.

Following discussion and in view of the usage of the Centre by children throughout Worcestershire it was

RESOLVED: that a letter be sent to Worcestershire County Council requesting reconsideration of its proposal to discontinue its financial support for Malvern Outdoor Educational Centre from September 2008.

123/06

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(s) of that part being as set out below:-

Minute No.
124/06

Paragraphs
7, 8 and 9

124/06

CUSTOMER FEEDBACK SYSTEM

Following consideration of the report, it was

RESOLVED:

(a) that the purchase of the Managing Customer Feedback Solution from Tagish Limited be approved subject to consideration as part of the budget process;

(b) that the Scheme be categorised as high priority in the Medium Term Financial Plan for 2007/08.

The Meeting closed at 8.20 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE SCRUTINY STEERING BOARD

Tuesday, 5th December 2006 at 6.00 p.m.

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

(NOTE: Councillor D. McGrath was present as an observer.)

69/06 **APOLOGIES**

An apology for absence was received from Councillor J. T. Duddy.

70/06 **DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS**

No declarations of interest or whipping arrangements were made.

71/06 **MINUTES**

The Minutes of the Meeting of the Scrutiny Steering Board held on 31st October 2006 were submitted.

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

72/06 **CENTRAL NETWORKS UPDATE**

On behalf of the Board, the Chairman welcomed Ms. L. Reddington and Mr. A. Roper from Central Networks to the meeting and thanked them for attending.

A detailed update presentation was given to the Board regarding the investment work that had been undertaken by Central Networks. An apology was given for recent problems with power in the area but members were reassured that the work being undertaken would address the faults identified to avoid such issues in the future.

It was reported that a total of £4.6 million had been invested in Bromsgrove District alone since 2004 which included ongoing work for 2007. It was stated that the main schemes for 2007 in the area involved substantially reinforcing supplies. It was anticipated that the majority of the improvement work would be complete in summer 2007.

It was pointed out that theft of cables and other materials had hampered the improvement work. Central Networks stated that appropriate security measures were being implemented.

The Board was informed that Central Networks had devised an emergency pack designed to assist the most vulnerable members of the public during a power cut which would be circulated in the New Year to relevant organisations such as Citizens Advice Bureaux and Age Concern.

Members asked several questions which were answered. A variety of information was left with members such as information DVDs and videos. The Chairman of the Board thanked both Ms. Reddington and Mr. Roper for their informative presentation.

RESOLVED that the update presentation be noted.

73/06

HEALTH SCRUTINY UPDATE

The Chairman welcomed Councillor McGrath, the District Council's representative on Worcestershire County Council's Health Overview and Scrutiny Committee. The Board was informed that there had been a Health Scrutiny Committee Meeting the previous evening and an update was provided.

Councillor McGrath presented his report to the Board which covered: Worcestershire Mental Health Partnership NHS Trust; Adult Mental Health in-patient beds; changes to NHS Dentistry in Worcestershire; and the proposal for reducing the Chaplaincy Service.

Members considered the report in detail and Councillor McGrath answered questions. The Board was also reminded that the Mr. O'Riordan (Chairman) and Mr. Rostrill (Chief Executive) of the Worcestershire Acute Hospitals NHS Trust had agreed to attend a meeting with all members of the Council to discuss the future of the Acute Trust on Thursday 29th March 2007.

On behalf of the Board, the Chairman thanked Councillor McGrath for his report.

RESOLVED that the report be noted.

74/06

SETTING UP OF TRUSTS

Consideration was given to a report relating to the transfer of services to trusts. It was explained that the Local Government and Housing Act of 1989 had given local authorities the ability to transfer some of their services to external organisations and some local authorities had pursued this option.

It was stated that it would be inefficient for Bromsgrove to establish its own trust; however, there were other possibilities that could be explored. It was believed that the strength of the service level agreement (SLA) was vital to the success of

transferring a service to a trust and potential benefits were long term budgetary savings and possible improvements in the quality of service. It was emphasised that from the information gathered so far it appeared trusts were not a means for achieving short term budgetary gain as local authorities had to support the organisations until they were viable.

The Corporate Director (Services) stated that officers of the Council were continuing to explore the benefits of transfer to trusts and would be further investigating it as part of the review of the Medium Term Financial Plan.

RESOLVED:

- (i) that approval be given to officers continuing the investigation relating to exploring the benefits of transfer to trusts; and
- (ii) that the report be noted.

75/06

IMPLICATIONS OF WHITE PAPER ON SCRUTINY

The Board considered a report relating to the implications for scrutiny of the Department for Communities and Local Government White Paper "Strong and Prosperous Communities". It was stated that the white paper sought to make scrutiny more effective and build on the processes put in place by the Local Government Act 2000.

Members were informed that the Government intended to legislate to strengthen the role of overview and scrutiny committees to enable Councillors to champion the interests of local people across a wide range of local issues. However, it was emphasised that the white paper contained proposals which would need parliamentary approval before becoming law.

RESOLVED that the report be noted.

76/06

PUBLIC INVOLVEMENT IN SCRUTINY

Members considered a report relating to the implementation of best practice examples of involving and raising public awareness of scrutiny, as identified in the research project presented to the Board in August.

It was stated that many of the best practice examples identified were already in place such as asking for submissions and ideas from the public at the start of a review or project through issuing press releases.

There was some concern expressed regarding the lack of budget for scrutiny. However, it was stated that scrutiny also related to reviewing existing policies and procedures and task groups could identify potential savings as well as improvements to services provided.

RESOLVED that the report be noted.

77/06

CLOSURE OF RURAL POST OFFICES

A report relating to the recommendation from the Council regarding the closure of rural post offices was considered. A discussion ensued and Councillor Peters informed members that he was previously a regional representative from Postwatch Midlands, an independent organisation which was the watchdog for postal services. It was suggested that a member of Postwatch could be invited to a future meeting of the Board to provide members with an overview of the situation to establish which, if any, post offices in the District were under threat of closure in the near future.

RESOLVED that a representative from Postwatch Midlands be invited to attend the next meeting of the Scrutiny Steering Board to inform members of the current situation and specifically, whether any rural Post Office in the District was under threat.

78/06

PROGRESS ON CURRENT TASK GROUPS

Car Parking Task Group

It was reported that possible recommendations had been identified and were being costed. It was stated that the report of the Task Group was due to be submitted to the next meeting of the Scrutiny Steering Board in January 2007.

Flytipping Task Group

An update on the progress of the Flytipping Task Group was given to the Board. Members were informed that the Task Group's final report was expected to be agreed early 2007 ready for the meeting of this Board in February 2007.

Watercourses Task Group

It was stated that the Watercourses Task Group had met twice so far and were due to submit their final report to the Scrutiny Steering Board at its meeting in March 2007.

Financial Implications of Scrutiny Recommendations

It was suggested that as the Executive Cabinet was due to consider budget bids, any known budgetary implications from potential scrutiny recommendations be put forward to the Head of Financial Services to enable them to be taken into consideration.

RESOLVED:

- (i) that the verbal updates given by members of the Car Parking, Flytipping and Watercourses Task Groups be noted; and
- (ii) that the Chairman of the Scrutiny Steering Board be authorised provide financial implications of potential recommendations from the Car Parking and Watercourses Task Groups to the Head of Financial Services as soon as possible to enable the Executive Cabinet to take them into account when considering budget bids for 2007/08.

79/06

WORK PROGRAMME

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

RESOLVED:

- (i) that a letter be sent to the Highways Partnership Unit to ask for a written update on the progress of amending Traffic Regulation Orders in relation to approved recommendations made by the Taxi Ranks Task Group; and
- (ii) 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.
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.
Rural Post Offices in Bromsgrove District	2nd January 2007	Representative from Postwatch Midlands be invited to attend and provide information on the current situation and any proposals to close post offices in the District.
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.
Watercourses – Task Group	6th March 2007	Final Task Group Report due March 2007 – Task Group set up in October 2006. First Meeting: 15th November 2006.
Worcestershire County Council's Highways Maintenance Scrutiny Task Group	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 June 2007
Use of Consultants – Task Group Review	July 2007	Task Group to reconvene for a review meeting July 2007

80/06

ITEMS TO BE CONSIDERED BY EXECUTIVE CABINET

Consideration was given to the items on the agenda for the Executive Cabinet meeting which was scheduled to be held on 6th December 2006.

RESOLVED that with regard to item 12, Improvement Plan and Exception Report September 2006, and specifically the local performance indicator relating to maintaining the existing low level of missed bin collections stated on page 45 of Appendix 2, the Executive Cabinet be informed that members of the Board believed a more accurate method of collecting the data was required in order to properly measure the performance of the service.

The Meeting closed at 8.45 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

Friday, 15th December 2006 at 2.00 p.m.

PRESENT: Councillors P.M. McDonald (Chairman), J.A. Ruck (Vice-Chairman), S.J. Baxter, A.N. Blagg and Mrs. J.D. Luck.

OBSERVERS: Councillors Mrs. J. Dyer M.B.E., and Mrs. M. M. T. Taylor.

56/06 **OBSERVATIONS FROM THE CHAIR**

Prior to the commencement of the ordinary business of the meeting, the Chairman made the following comments:-

(i) **Date of Future Meeting**

Councillor McDonald indicated that both he, and the Vice-Chairman, Councillor Ruck, were unavailable for the meeting scheduled to be held on Friday, 16th March 2007, and suggested that it might be put back one week, to Friday, 23rd March 2007.

(ii) **Future PMB Agendas**

that, in the interests of economy, members of the Board would only receive a "hard copy" of the Exception Report, with the Improvement Plan Update document being e-mailed instead. However, a number of copies would still be available in the Members' Room.

Both of these items were noted.

57/06 **APOLOGIES**

Apologies for absence were received from Councillors Miss D.H. Campbell J.P. and C.B. Lanham (Board Members) and Mrs. M.A. Sherrey J.P. and Mrs. C.J. Spencer (as Portfolio Holders).

58/06 **MINUTES**

The Minutes of the Meeting of the Board held on 24th November 2006 were submitted.

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

59/06

ABANDONED VEHICLES – REPOSSESSIONS (BV218v)

In accordance with the request made at the last meeting, a report from the Head of Street Scene and Waste Management setting out details of the number of abandoned vehicles repossessed within 24 hours of the legal entitlement to do so, was submitted for members information.

RESOLVED: that the report be noted.

60/06

IMPROVEMENT PLAN

Consideration was given to the report on the Improvement Plan for October 2006, together with the corrective action being taken, as set out in the two appendices to the Report, i.e., Appendix 1 (Exception Report) and Appendix 2 (Improvement Plan).

Members raised a number of issues on the Exception Report, and particular questions having been put directly to the Head of Financial Services on PM7 and PM8 -Recovery of overpayments of Housing Benefits (Refs. 21.2.7 and 21.2.8), it was

RECOMMENDED

- (a) that, on future reports, the actual amount(s) of the total overpayment(s) made be included, and that, where necessary, any element of “sensitivity” should be built in to the commentary;
- (b) that, on a general note, the Executive Cabinet be advised that it is the view of this Board that, whenever Shared Services are the subject of discussion with any of our colleagues within the County in the future, a suitable risk assessment should be included in any review; and
- (c) that, in all other respects, the Report be noted.

61/06

BROMSGROVE COMMUNITY PLAN – DRAFT ANNUAL REPORT 2005-06

The first draft of the Community Plan Annual Report for 2005-06 was submitted to the Board for information and/or comments prior to the circulation of a final draft to Members and partners.

RECOMMENDED:

- (a) that the figure of 75 units of affordable housing per annum for the next five years under the Council’s Housing Strategy (page 6) be amended to read 80;
 - (b) that, in all other respects, the Report be noted.
- (NOTE: Councillor Mrs. S.J. Baxter declared a personal interest in this item as a member of the LSP Board).

The Meeting closed at 3.10 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

3rd January 2007

Capital Programme - 2007/08 to 2009/10

Responsible Portfolio Holder	Councillor Margaret Taylor
Responsible Head of Service	Head of Financial Services

1. Summary

1.1. The purpose of this report is to provide information to enable the Executive Cabinet to make recommendations to the Council on the Capital Programme for 2007/08 to 2009/10.

2. Recommendations

2.1. It is recommended that Executive Cabinet recommend to full Council that:

2.1.1. the Capital Programme for 2007/08 to 2009/10 as detailed in Appendix A (existing schemes) and the 'High' priority capital schemes shown on Appendix B (new schemes) of the report be approved;

2.1.2. Executive Cabinet delegates authority to the Head of Financial Services, in consultation with the portfolio holder for Finance and Heads of Service in respect of projects, to release capital funds subject to receipt of a robust business case and an option appraisal demonstrating that the Council is achieving value for money;

2.1.3. the capital budgets for the Dolphin Centre and leisure related schemes totalling £1,260,000 be removed from the Revised Capital Programme for 2006/07 whilst consideration is being given to alternative ways of providing these services; and that

2.1.4. approval is given for the carry forward of the estimated under spent budgets totalling £1.455 million from 2006/07 to 2007/08 as detailed on Appendix C.

3. Background

3.1. The Council on 28th February 2006 approved a Medium Term Financial Plan which included the revenue and capital budget requirements for 2006/07 to 2008/09.

- 3.2. On 6th September 2006 Executive Cabinet approved the budget process and timetable to be followed for reviewing the three year budgets for revenue and capital for 2006/07 to 2008/09 included in the Medium Term Financial Plan, including rolling them forward to include 2009/10.
- 3.3. This report is intended to obtain approval for the Capital Programme for 2007/08 to 2009/10. The Revenue budget implications will then be included in the financial plan report that will be presented in February 2007.
- 3.4. As part of the approved budget process an a series of away-days have been held in October/November 2006 between Members of the Executive Cabinet, the Strategic Management Team, and heads of service in order to shape priorities for the forthcoming year that would drive the budget process and the formulation of service business plans.
- 3.5. The following new Council vision, objectives, and priorities were approved by full Council on 19th September 2006 and have been used in assessing the merits of bids for capital resources in the latest Capital Programme:

3.5.1. Council Vision

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

3.5.2. Objectives

1. Regeneration

Priorities

- Town Centre
- Longbridge
- Housing

2. Environment

Priorities

- Clean Streets
- Planning

3. Sense of Community and Well Being

Priorities

- Community Activities
- Community Influence

4. Improvement

Priorities

- Customer Satisfaction
- Reputation
- Performance Improvement

4. Scrutiny of budget

- 4.1. An initial presentation of the financial plan was given to all Members on 20th December 2006.

5. The Capital Programme

- 5.1. As part of the budget process approved by Executive Cabinet 6th September 2006 the timetable for preparation of the Council's Capital Programme for 2007/08 to 2009/10 was agreed.
- 5.2. Under the process that has been approved requests for new capital schemes and additional resources have been included in service business plans and bids have been made for the required financial resources. These bids demonstrate how the project directly links to the corporate priorities and objectives.
- 5.3. All capital schemes that receive approval from Members will be developed into detailed business cases and it is proposed that approval to release capital funds should only be given on receipt of a robust business case, including an option appraisal demonstrating that we are achieving value for money.
- 5.4. The Council's new vision, objectives, and priorities as detailed in paragraph 3.5 have been used in assessing all new capital schemes.
- 5.5. Criteria has already been approved in relation to the Capital Programme to include:
- The capital programme is limited to £1m per annum funded from the Council's own resources (in order to maximise the investment interest);
 - Executive Cabinet give consideration to fund housing grants over and above the £1m.
- 5.6. Executive 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.
- 5.7. Officers are currently updating the capital strategy which will include the above. This will be presented to Members at the March 2007 Cabinet meeting.

6. Dolphin Centre Capital Schemes

- 6.1. Consideration is currently being given to alternative ways of providing the leisure related services provided by the Council and the commencement of capital schemes has therefore been placed on hold.
- 6.2. The Revised Capital Budget for 2006/07 currently includes the following capital schemes totalling £1,265,000:
- Dolphin Centre Upgrade Phase II (Health & Fitness Suite) £1,192,000
Dolphin Centre Provision of Play Area £40,000
Upgrading of Leisure Booking & Receipts/Income Flex-on-line IT System £33,000
- 6.3. Work has however commenced on the Leisure Booking IT scheme and a budget of £5,000 will still be required for costs incurred. In the circumstances it is recommended that these schemes totalling £1,260,000 need to be removed from the capital budget until the position on the future provision of leisure related services has been finalised.

7. Carry forward of Unspent Budgets to 2007/08

- 7.1. Monitoring of the capital budget takes place monthly and the position is reported regularly to Performance Management Board and Executive Cabinet. The position at November 2006 shows that many schemes have been delayed for a variety of reasons and will require the remaining budgets to be carried forward to 2007/08 to allow for progression and completion of the schemes. It is now recommended that approval be given for the estimated budget carry forward as part of the budget process.
- 7.2. The total of budgets which require carrying forward to 2007/08 is £1.455 million and the full schedule showing the individual schemes can be seen at Appendix C.

8. Capital Income

- 8.1. It is estimated that the level of capital receipts available at the start of 2007/08 will be £13m.
- 8.2. A review of the likely capital receipts in the period 2007/08 to 2009/10 has been undertaken and it has been estimated that the level of capital receipts is as follows:

	2006/07	2007/08	2008/09	2009/10
	£m	£m	£m	£m
Estimated total capital receipts for Council use	£0.295	£0.444	£0.244	£0.043

The £13m available for investment at the beginning of 2007/08 quoted above includes the £0.295m estimated to be received for 2006/07.

- 8.3. The amounts shown are for Council use after the housing capital receipts have been 'pooled' and a proportion paid over to Central Government as required under the Local Government Act 2003 and the Prudential Code capital control system which began on 1st April 2004. As Members are aware the Council transferred its housing stock to Bromsgrove District Housing Trust (BDHT) on 29th March 2004 and we are however still receiving small amounts of capital income from the repayment of discounts granted on pre Large Scale Voluntary Transfer (LSVT) Right to Buy sales on the re-sale of these properties, but this will cease at 31st March 2007.
- 8.4. Capital receipts are also still being received on low levels of sales of the Council's holding in shared ownership properties and sales of retained housing land and assets.
- 8.5. Capital receipts of up to £1.2 million are also anticipated from BDHT under a VAT Shelter/Sharing arrangement following the transfer of the Council's housing stock. This relates to a refund of Value Added Tax previously paid over to HM Revenue and Customs (HMRC) which will be shared between BDHT and the Council. The precise amount is currently uncertain because it depends on ongoing discussions between BDHT and HMRC. £1.2 million has been included in the projected capital receipts under these arrangements at this stage but this could be reduced once discussions are concluded.
- 8.6. The Capital Programme has been reviewed in accordance with the above timetable and process and attached at Appendix A (existing schemes) and Appendix B (new schemes) is the complete list of schemes that have been brought forward for consideration. Corporate Management Team has reviewed all schemes proposed by officers and only brings forward those that meet the investment criteria.

9. Capital Expenditure

- 9.1. As part of this years' budget process Heads of Service have completed funding request forms as part of their bids for resources and copies of the forms relating to High priority schemes are attached at Appendix D. These bids demonstrate how the project directly links to the corporate priorities and objectives.
- 9.2. A summary of the proposed capital programme including the new High priority capital schemes only is shown in the following table.

	2007/08	2008/09	2009/10	Future Years
New proposals	£m	£m	£m	£m
Street Scene & Waste Management	0.888	0.305	0.515	3.246
Policy and Performance	0.020	0	0	0
Legal and Democratic	0.164	0.150	0	0
Culture and Community	0.000	0.354	0.100	0.079
e-Government/ICT schemes	0.105	0	0	0
Housing schemes / P&E	0.272	0.000	0.000	0.000
Support Services Recharges (to be charged to schemes)	0.127	0.130	0.133	0
Total (new proposals)	1.576	0.939	0.748	3.325
Existing Schemes	2.417	6.790	0.848	0.873
Total	3.993	7.729	1.596	4.198

- 9.3. The capital programme will be financed from a variety of sources including Section 106 receipts from property developers, external contributions, Government Grants, and capital receipts the Council has been allowed to retain under the new capital 'pooling' arrangements. Details of the proposed financing arrangements for the capital programme are shown below:

	2007/08	2008/09	2009/10	Future Years
Capital Receipts	£m	£m	£m	£m
Capital receipts	2.124	7.291	1.328	3.930
Housing schemes financed from capital receipts	1.000	0	0	0
Housing schemes financed from capital receipts ring fenced for low cost housing	0.051	0.040	0	0
Housing schemes financed from retained capital income after pooling	0.011	0	0	0

'Spend to Save' schemes financed from capital receipts	0.089			
Total capital receipts	3.275	7.331	1.328	3.930
Other funding				
Section 106 Agreements	0.450	0.130	0	0
Government Grants	0.268	0.268	0.268	0.268
Total other funding	0.718	0.398	0.268	0.268
Total Programme	3.993	7.729	1.596	4.198

9.4. As Members can see from the above the proposed schemes significantly exceed the £1m limit, however given the impact on the Council's priorities it is not felt possible to reduce the proposals any further and as such the capital programme as detailed in Appendix A (existing schemes) and the 'High' priority capital schemes shown on Appendix B (new schemes) is recommended for approval.

9.5. If Members approve the Capital Programme as detailed, and the leisure related budgets are removed from the 2006/07 Revised Capital Budget, the effect on capital receipts is as follows:

	2007/08	2008/09	2009/10
	£m	£m	£m
Opening balance	13.181	10.350	3.263
Used in year	-3.275	-7.331	-1.328
Received in year	0.444	0.244	0.043
Closing balance	10.350	3.263	1.978

9.6. As has been highlighted already the request to release these additional funds will have a knock on effect to level of the investment interest receivable and this will be included within the overall revenue budget summary when this is presented for consideration under a later report.

9.7. As can be seen from the above table the balance at 31st March 2010 will be insufficient to fund a significant capital programme within the district. The Council therefore may have to address the issue of borrowing.

7.7 The Prudential Code that came into force on April 1st 2004 as part of the Local Government Act 2003, allows councils to borrow without the consent of central government, as long as they remain within their own affordable borrowing limits. Future revenue streams are used as security for loans. Any borrowing would have an impact to the Revenue account and therefore would represent an additional charge against the Council Tax.

8. FINANCIAL IMPLICATIONS

8.1 None other than those reported above.

9. LEGAL IMPLICATIONS

9.1 There are no legal implications.

10. CORPORATE OBJECTIVES

10.1 The projects as included within the Capital Programme have been aligned to the corporate objectives.

11. RISK MANAGEMENT

11.1 Risk Assessments for all approved projects are undertaken as part of the detailed project proposals.

12. CUSTOMER IMPLICATIONS

12.1 The projects proposed are assessed in line with objectives and priority and demonstrate improvements in customer service.

13. OTHER IMPLICATIONS

Procurement Issues – All expenditure relating to the projects will be subject to the Council procurement rules.
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	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	Yes
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11. APPENDICES

- Appendix A – Existing Capital Schemes
- Appendix B – Bids for New Capital Schemes
- Appendix C – Probable Budget Carry Forwards to 2007/08
- Appendix D – Capital Bid Requests

12. BACKGROUND PAPERS

Detailed working papers

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GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
HR & Org Existing Schemes

Schemes by Department	Total Expenditure to 31/03/06 £	Revised Budget & Additions 2006-07 £	Financing Revised 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	How the Project Achieves Corporate Objectives
<u>HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT</u>										
- New HR Information & Management System.	0	30,000	Capital Receipts (1)						To provide the Council with a modern Human Resources system which will enable both efficient and effective monitoring of its staff and provide information to support performance indicators. The system will provide a flexible approach in order to facilitate the changing role of the Council, assist management users to be continually aware of staffing implications, and enable the Council to meet current and future e-government targets.	<p><u>1. A nice clean safe attractive District.</u> n/a.</p> <p><u>2. An effective Local Development Framework</u> Local employment opportunities.</p> <p><u>3. A caring socially aware society.</u> Monitoring and managing equalities and a diverse workforce A strong and expanding economy.</p> <p><u>4. Employment and development of local people.</u> Attracting new people to live in the area by offering employment opportunities.</p> <p><u>5. Good sustainable leisure opportunities.</u> n/a.</p> <p><u>6. To be an efficient and effective Council.</u> Effective recruitment and retention (minimising costs, maximising potential). Reduced sickness absence through effective management. Reduced use of external agencies through effective management of available workforce and skills-base. Succession Planning – effective management and development of staff skills base and mix.</p>
TOTAL	0	30,000		0	0	0	0			

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Legal & Dem Existing Schemes

Schemes by Department	Total Expenditure to 31/03/06 £	Revised Budget & Additions 2006-07 £	Financing Revised 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	How the Project Achieves Corporate Objectives
LEGAL & DEMOCRATIC SERVICES										
Replacement Electoral Software	0	15,000	Capital Receipts (1)						Replacement of the current IT electoral software with a more reliable alternative.	<u>6. To be an efficient and effective Council.</u> - Council can only be seen as efficient and effective if it takes proper steps to ensure that all those who are entitled to vote can vote (and those who aren't can't).
Committee Minutes System (Including budget carry forward of £15k from 2005/06)	7,320	18,000	Capital Receipts (1)						A high priority scheme required to release savings in the revenue budget.	X
Disabled Discrimination Act Improvements (Budget carry forward of £14k from 2005/06)	5,913	14,000	Capital Receipts (1)						To ensure the final stages of all works to council buildings will be completed to the 2005/06 target of 100% compliance to the Act. To comply with statutory legislation within all council buildings.	<u>1. A nice clean safe attractive District</u> Complies with the Council's objective to provide a safe environment. <u>3. A caring socially aware society</u> The need to cater for every one in the community we serve. <u>6. To be an efficient and effective Council</u> The Council is seen to evaluate, programme and deliver the requirement of the DDA Act.
Changes to Council House Reception Area (Ex Service Centre budget carried forward to 2005/06 & 2006/07.	4,481	50,000	Capital Receipts (1)						To complete the conversion of the former Council House Reception area to office accommodation.	
TOTAL	17,714	97,000		0	0	0	0			

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Fin Sers Existing Schemes

Schemes by Department	Total Expenditure to 31/03/06 £	Revised Budget & Additions 2006-07 £	Financing Revised 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	How the Project Achieves Corporate Objectives
<u>FINANCIAL SERVICES</u>										
Purchase Order Processing System (Part funded from Capital Receipts)	0	138,000	Capital Receipts (1)						The scheme is for the provision of a cost effective and efficient IT based Purchase Order Management System as a replacement for existing manual methods. The Council is required to have an e-procurement system in place by December 2005 both to meet the national procurement agenda and its commitments in IEG statements submitted to central government as part of the e-government agenda.	Meets the Corporate Objective 'To be an efficient and effective Council'. Improved corporate procurement will aid the delivery of the Council's objectives by freeing up resources through both efficiency and cashable savings.
Purchase Order Processing System (Part funded from Government IEG Grant) (funded from 2005/06 £150k grant allocation carried forward to 2006/07).	0	59,000	Gov't Grant IEG (2)							
TOTAL	0	197,000		0	0	0	0			

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
E Gov & Cust Sers Schemes

Schemes by Department	Total Expenditure to 31/03/06	Revised Budget & Additions 2006-07	Financing Revised Budget & Additions 2006/07 (See Key)	Original Budget	Latest Estimate	Latest Estimate	Future Years	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	How the Project Achieves Corporate Objectives
	£	£		2007-08	2008-09	2009-10	£			
<u>E-GOVERNMENT & CUSTOMER SERVICES</u>										
Corporate Budget for IT Upgrades	62,457	38,000	Capital Receipts (1)	40,000				Capital Receipts (1)	To enable a rolling ICT replacement programme to be undertaken.	
Corporate Budget for IT Upgrades (a bid for increased budget)	0	14,000	Capital Receipts (1)						Scheme is for refreshing Corporate Desktop (provision of laptops, new visual display units & central processing units, but not servers, to ensure we are capable of handling future new software applications) (additional to existing upgrade budget requirements).	
ICT Infrastructure including Telephones & Equipment for Disaster Recovery. (Invest-to-Save) (Including Budget carry forward of £441k from 2005/06)	1,432,181	441,000	Capital Receipts (1)						To provide flexible, secure, robust, and scalable ICT infrastructure that is equipped to meet 21st century demands. Consolidate and/or upgrade network and server systems with minimal disruption to normal Council business operations. Provide proactive monitoring and capacity planning of the network and servers. E-enablement of service delivery will be made possible through an integrated technology infrastructure. To introduce 24 x 7 helpdesk facilities to support the infrastructure at all times and ensure on-line facilities are maintained for the citizens. Setup the necessary facilities to create off site Disaster Recovery for Finance, Planning, Revenue and Benefits, Leisure, Cash Receiving and Corporate functions.	Meets the Corporate Objective 'To be an efficient and effective Council' The ICT infrastructure is the basis upon which all core Council services rely. Both officers and Members need systems that are optimised and reliable, with a network that provides secure and resilient access to these systems. This scheme is required to support the development of all technical projects within the Recovery Plan and support the e-Government agenda of electronic service delivery that all local authorities are required to achieve.
Internet/Intranet Development (IEG) (Scheme already approved) (Including Budget carry forward of £23k from 2005/06)	5,275	23,000	Gov't Grant IEG (2)						This scheme is the complete refresh of the web and updates. Provide a common solution for the intranet and internet content management system. Ensure ongoing maintenance of the system. Comply with all national standards for local government websites. Provide an on-line communication tool and payment facilities to the citizens of Bromsgrove. To assist with the delivery of the following e-Government indicators:R1, R3, R5, R6, G3, R7, R9, R10, R12, G12, R15, R23, R24 and G20. These are described within the business case. Future proof the website for at least 3 years. Provide a solution that is flexible to citizen requirements	Two-way communication with our citizens is included in the Recovery Plan under the Communication section. Also there is a statutory requirement under BVPI and e-Government standards. Meets the Corporate Objective 'To be an efficient and effective Council'.

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
E Gov & Cust Sers Schemes

Schemes by Department	Total Expenditure to 31/03/06	Revised Budget & Additions 2006-07	Financing Revised Budget & Additions 2006/07 (See Key)	Original Budget	Latest Estimate	Latest Estimate	Future Years	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	How the Project Achieves Corporate Objectives
	£	£		2007-08	2008-09	2009-10	£	£		
Government Connect Scheme (Scheme already approved) (Including Budget carry forward of £30k from 2005/06)	0	30,000	Capital Receipts (1)						Government Connect is a scheme which Bromsgrove DC has already signed up to. This is a national citizen authorisation programme whereby citizens have a unique reference which allows access to their local council's IT systems. E.g. enable them to review their council tax balances on-line.	Statutory in nature now that we've signed up to it. Meets the Corporate Objective 'To be an efficient and effective Council'.
Upgrading to Radius Cash Receipting System	0	50,000	Capital Receipts (1)						The upgrading and setting up of the Radius Cash Receipting system for all electronic payments to the requirements of Financial Services Department.	To meet the requirements of the Recovery Plan. Meets the Corporate Objective 'To be an efficient and effective Council'.
Upgrading of Leisure Booking & Receipts/Income Flex-on-Line System	0	5,000	Capital Receipts (1)						The upgrading and correct setting up of the Flex-on-Line system at all three sites. The system is used for Leisure bookings and the recording of income received.	Statutory & to meet the requirements of the Recovery Plan. Meets the Corporate Objective 'To be an efficient and effective Council'.
Replacement of Academy Revenues & Benefits IT System	0	400,000	Capital Receipts (1)						Replacement of existing Revenues and Benefits IT system.	To meet the requirements of the Recovery Plan. Meets the Corporate Objective 'To be an efficient and effective Council'.
Spatial IT Scheme (Local Authority Modernisation Programme)	0	500,000	Capital Receipts (1)		5,793,000			Capital Receipts (1) (2008/09)	The Spatial Project is a modernising programme involving the procurement of new integrated software to enable the transformation of service delivery and the achievement of full compliance with national E-Government priority outcomes. The scheme received approval from Executive Cabinet on 2nd August 2006.	Meets the Corporate Objective 'To be an efficient and effective Council'.
TOTAL	1,499,913	1,501,000		40,000	5,793,000	0	0			

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Culture & Comm Sers Schemes

Schemes by Department	Total Expenditure to 31/03/06 £	Revised Budget & Additions 2006-07 £	Financing Revised 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	How the Project Achieves Corporate Objectives
<u>CULTURE & COMMUNITY SERVICES</u>										
Recreation Grounds										
Improvements to Rubery Park (Carry forward from 2005/06 Liveability Grant part only)	51,713	109,000	Gov't Grant Liveability (2B)						Park improvement scheme; including new facilities for teenagers to include a skate park and ball court facility, an extension to the play area, improvements to football pitch and signage and production of Management Plan. Consultation with residents and local teenagers took place in 2004 and has been ongoing.	To provide a clean, safe, attractive environment To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
Improvements to Rubery Park (Budget Virement From GC1069)		15,000	Capital Receipts (1)							
Improvements to Rubery Park (Carry forward from 2005/06 funded from S106 part only)	0	30,000	S106 Culture & Community (3L)							
New park at Barnsley Hall (Including Budget carry forward of £11,772 from 2005/06 part funded from Liveability Fund.)	3,228	207,000	Gov't Grant Liveability (2B)						The scheme includes creation of a new public open space/Park following the conveyance of a field from the Health Authority that was subject to a Section 106 agreement (Town & Country Planning Act). The scheme involves ground works to reinstate football pitches, additional landscaping to encourage wildlife, a new access road, car parking and infrastructure to serve proposed changing room facility (recommendation of the Playing Pitch Strategy 2003).	To provide a clean, safe, attractive environment To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
New park at Barnsley Hall (Budget carry forward from 2005/06 part funded from Capital Receipts.)	0	10,000	Capital Receipts (1)							
Improvements to Sanders Park (Part funded from Government Liveability Fund)	140,000	20,000	Gov't Grant Liveability (2B)						Park improvement scheme; including refurbish/extension of play area (£130k contract awarded), refurbish/redesign existing skate park, improved landscaping,	To provide a clean, safe, attractive environment To protect and improve our environment and promote sustainable

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Culture & Comm Sers Schemes

Schemes by Department	Total Expenditure to 31/03/06 £	Revised Budget & Additions 2006-07 £	Financing Revised 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	How the Project Achieves Corporate Objectives
Improvements to Sanders Park (Budget carry forward from 2005/06 part funded from S106)	27,554	16,000	S106 Culture & Community (3L)						improved signage and production of Management Plan following consultation with residents in 2004. Consultation with residents took place in 2004 and a Sanders Park Forum formed.	To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
Improvements to Sanders Park (Budget carry forward from 2005/06 part funded from Capital Receipts)	23,417	7,000	Capital Receipts (1)							
Regeneration of two Allotment Sites (Budget carry forward from 2005/06 all funded from Government Liveability Fund)	12,336	4,000	Gov't Grant Liveability (2B)						The budget is for the regeneration of two allotment sites.	To provide a clean, safe, attractive environment To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
Callowbrook Park (Rubery) Improvement Scheme	0	35,000	S106 Culture & Community (3L)						To provide improved leisure facilities at the park for children/teenagers. Officers are currently considering the feasibility of schemes in consultation with the young people of Rubery in association with the police, youth service and ward members. The aim is to run the scheme in parallel and complementary to the improvements identified to St. Chads Park (Rubery) that is being funded from external grant (Liveability) monies.	<u>1. A nice clean safe attractive District</u> Yes. Improvement/enhancement of facilities for young people to reduce the effects of anti social activity e.g. litter, vandalism. <u>3. A caring socially aware society</u> Yes. Providing opportunities for young people to meet and play in a safe environment. Contributing to the district wide health agenda. <u>4. A strong and expanding economy</u> Yes. Improving leisure facilities are proven to contribute to increasing the economic vitality of towns and villages. <u>5. Good sustainable leisure opportunities</u> Yes. The scheme provides a necessary, sustainable and 'freely' available leisure opportunity.
New Play Area at Myhill Field Cofton Hackett	40,000	0	S106 Culture & Community (3L)						Grant to enable the provision of new Play area by the Parish council	To provide a clean, safe, attractive environment To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
Sports Development										
New Sporting Pitches (Garrington's/UEF) (Funded from S106 Receipts)	0	10,000	S106 Culture & Community (3L)						Increase/improve football facility provision in the District and improve quality and playing capacity of existing grass pitches and provide all weather pitches in lieu of the loss of the senior football pitch at Garringtons. Recommendation of the Playing Pitch Strategy 2003. Discussions have commenced with potential partners re the provision of a new artificial pitch.	<u>1. A nice clean safe attractive District</u> Yes. Contributes to the improvement of existing parks/green spaces. <u>3. A caring socially aware society</u> Providing opportunities for social inclusion. Opportunities for children's physical development schemes e.g. football coaching schemes, and club development activities. <u>4. A strong and expanding economy</u> Helping build local communities by encouraging participation. <u>5. Good sustainable leisure opportunities</u> Improved, well drained playing pitches. Working in partnership with local Clubs to provide cost effective and sustainable facilities. Reduces amount of car travel to local facilities.

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Culture & Comm Sers Schemes

Schemes by Department	Total Expenditure to 31/03/06 £	Revised Budget & Additions 2006-07 £	Financing Revised 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	How the Project Achieves Corporate Objectives
New Sporting Pitches (Garrington's/UEF) (Funded from S106 Receipts.)	0	50,000	S106 Culture & Community (3L)	150,000	130,000			S106 Culture & Community (3L)	provision of a new animal pen.	sustainable facilities. Reduces amount of car travel to local facilities.
Wythall Teenage Sports Facility Scheme	0	80,000	S106 Culture & Community (3L)						To provide an openly accessible area for teenagers to meet, participate in casual use football and other sports activity. The aim is to provide opportunities for diversionary activities to help curb localised anti social behaviour identified in Wythall. Officers are currently considering feasibility option sites in association with local stakeholders e.g. police, school, youth service.	<p><u>1. A nice clean safe attractive District</u> Yes. Improvement/enhancement of facilities for young people to reduce the effects of anti social activity e.g. litter, vandalism</p> <p><u>3. A caring socially aware society</u> Yes. Providing opportunities for teenagers to play sport in a safe environment. Contributing to the district wide health agenda.</p> <p><u>4. A strong and expanding economy</u> Yes. Improving leisure facilities are proven to contribute to increasing the economic vitality of towns and villages.</p> <p><u>5. Good sustainable leisure opportunities</u> Yes. The scheme provides a necessary, sustainable and 'freely' available leisure opportunity.</p>
Leisure/Sports Centres										
Dolphin Centre - Replacement of Pool Plant	0	55,000	Capital Receipts (1)						The scheme is for the refurbishment of the Swimming Pool Plant at the Dolphin Centre which has been identified as requiring replacement as part of a recent Pool Plant Condition Survey. Scheme is to ensure we operate our pools to the required environmental standards and avoid deterioration in pool water quality. The scheme has been deferred to 2006/07 so that the pool only has to be closed down once at the same time as Dolphin Phase 2 Upgrade.	<p><u>1. A nice clean safe attractive District</u> Yes. Any replacement plant should operated more efficiently and effectively and contribute to the Agenda 21 issues associated with energy conservation.</p> <p><u>3. A caring socially aware society</u> The Dolphin Centre provides opportunities for all sections of the local community to participate in sport and recreational opportunities and is socially inclusive. Opportunities for all sections of the local community including children and older people to be physically active.</p> <p><u>4. A strong and expanding economy</u> It is recognised that a fit and active population leads to increases in productivity which in turn assists with economic growth.</p> <p><u>5. Good sustainable leisure opportunities</u> Will ensure the Dolphin Centre continues to be a key player in the range of sporting opportunities available to local residents in the District.</p> <p><u>6. To be an efficient and effective Council</u> Demonstrates the Council's commitment to the management and maintenance of its assets in line with its Asset Management Plan.</p>

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Culture & Comm Sers Schemes

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Dolphin Centre Upgrade Phase II (Provision of Health & Fitness Suite) (Invest-to-Save)	0	0	Capital Receipts (Spend to Save Scheme) (4)						The proposed fitness suite includes 68 station fitness suite, 42 pieces of cardiovascular and 26 pieces of resistance equipment, dedicated strength and conditioning area, an aerobic/spin studio, IFI beginners program area, customer workout programs, separate change areas, wet/relaxation area spa, sauna & steam, LCD & plasma televisions, & background music system. The budget includes capital building costs £958k, equipment costs £156k, software £50k, & audio visual £28k	A 'Spend-to-Save' Scheme. Is not a requirement of the Recovery Plan. Meets Corporate Objective 'To provide a sustainable culture and leisure opportunities'.
Arts Development										
Grant Aid										
Catshill 20:20 Community Project - Refurbishment of Play Area at George Wagstaff Memorial Hall	0	35,000	Capital Receipts (1)						The refurbishment of the children's play area at the George Wasstaff Memorial Ground	To provide a clean, safe, attractive environment To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
Catshill 20:20 Community Project - Cycle Track/Footpath around field (Part Capital Receipts funded)	0	15,000	Capital Receipts (1)						Provision of new footpath around he Memorial Ground to be carried out in conjunction with the play area refurbishment	To provide a clean, safe, attractive environment To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
Catshill 20:20 Community Project - Cycle Track/Footpath around field (Part S106 Funded)	0	10,000	S106 Culture & Community (3L)							
Catshill 20:20 - Refurbishment of Catshill Village Hall	0	43,000	S106 Culture & Community (3L)						Refurbishment of the Village Hall by the Cathill Village Hall Management Committee	To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
Community Services										

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Culture & Comm Sers Schemes

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	£	£		2007-08	2008-09	2009-10	£			
Restoration of Memorial Headstones in Bromsgrove Cemetery (Including Budget carry forward of £16k from 2005/06)	4,184	26,000	Capital Receipts (1)						To restore/erect the memorial headstones that are currently laid down further to the Risk Assessment previously undertaken. Headstones shall be restored to sustain their historical and structural integrity and site signage replaced.	<p><u>1. A nice clean safe attractive District</u> By restoring the headstones their stature within the cemetery shall be retained. By installing them in a safe and proper manner they shall provide a safer environment for the public that visit the cemetery.</p> <p><u>3. A caring socially aware society</u> The project will evidence that the Council care about the historic integrity of the memorials and show sensitivity to families of citizens of Bromsgrove that lost their lives.</p> <p><u>5. Good sustainable leisure opportunities</u> The project will improve the sustainability of the cemetery – a tranquil open space much appreciated by visitors.</p> <p><u>6. To be an efficient and effective Council</u> Revenue - Training the ground staff in an appropriate Risk Assessment of the memorials shall improve the effectiveness of the Councils decision making.</p>
Other Schemes										
Hunters Hill School Blackwell. Contribution towards New Indoor Sports Facilities (Budget carry forward of £130k from 2005/06.)	0	129,500	Capital Receipts (1)						Capital grant towards the provision of a new Sports Hall	To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
Alvechurch - Completion of Sports Building at Rowney Green (Budget carry forward of £10k from 2005/06)	10,000	10,000	S106 Culture & Community (3L)						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.	To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
Beoley - Drainage Improvements to Pitch at Beoley (Budget carry forward of £7k from 2005/06)	0	7,100	S106 Culture & Community (3L)						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.	To provide a clean, safe, attractive environment To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
Romsley - Pitch Drainage Work at Romsley (Budget carry forward of £15k from 2005/06)	0	15,000	S106 Culture & Community (3L)						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.	To provide a clean, safe, attractive environment To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
Alvechurch - Swanslength Play Area Refurbishment/Extension.	0	40,000	S106 Culture & Community (3L)						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.	To provide a clean, safe, attractive environment To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Culture & Comm Sers Schemes

Schemes by Department	Total Expenditure to 31/03/06	Revised Budget & Additions 2006-07	Financing Revised Budget & Additions 2006/07 (See Key)	Original Budget	Latest Estimate	Latest Estimate	Future Years	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	How the Project Achieves Corporate Objectives
	£	£		2007-08 £	2008-09 £	2009-10 £	£			
Barnsley Hall - Requisition of Land & Provision of new Play Area. (Including Budget carry forward of £29k from 2005/06.)	1,332	79,000	S106 Culture & Community (3L)						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.	To provide a clean, safe, attractive environment To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
Barnt Green (Linthurst) - Hewell Road Park Improvements & Bitterell Road Play Area Improvements (Budget carry forward of £2k from 2005/06)	9,560	2,000	S106 Culture & Community (3L)						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.	To provide a clean, safe, attractive environment To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
Belbroughton - Skateboard Park	0	40,000	S106 Culture & Community (3L)						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.	To provide a clean, safe, attractive environment To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
Belbroughton Recreation Centre - Sports Storage Facilities & External Toilets (Budget carry forward of £20k from 2005/06)	1,500	20,000	S106 Culture & Community (3L)						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.	To provide a clean, safe, attractive environment To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
Bentley Village Hall - Refurbishment of Play Area Equipment	0	20,000	S106 Culture & Community (3L)						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.	To provide a clean, safe, attractive environment To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
Blackwell - Relocation of Play Area	0	40,000	S106 Culture & Community (3L)						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.	To provide a clean, safe, attractive environment To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
Bromsgrove Town FC - Portable Goals for Lickey End Recreation Ground (Budget carry forward of £2k from 2005/06)	0	1,700	S106 Culture & Community (3L)						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.	To provide sustainable culture and leisure opportunities
Catshill - Refurbishment of Horse Course Play Area				50,000				S106 Culture & Community (3L)	Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.	To provide a clean, safe, attractive environment To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
Charford Section 106 Schemes	0	100,000	S106 Culture & Community (3L)						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.	To provide a clean, safe, attractive environment To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Culture & Comm Sers Schemes

Schemes by Department	Total Expenditure to 31/03/06	Revised Budget & Additions 2006-07	Financing Revised Budget & Additions 2006/07	Original Budget	Latest Estimate	Latest Estimate	Future Years	Financing Original Budget	Brief Description of Project	How the Project Achieves Corporate Objectives
	£	£	(See Key)	2007-08	2008-09	2009-10	£	2007/08		
Dolphin Centre - Provision of Play Area	0	0	S106 Culture & Community (3L)						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.	To provide a clean, safe, attractive environment To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
Hagley - Play Area Refurbishment (Including Budget carry forward of £20k from 2005/06)	0	80,000	S106 Culture & Community (3L)						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.	To provide a clean, safe, attractive environment To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
King George V Playing Fields - Floodlights for existing Multi Use games area	0	30,000	S106 Culture & Community (3L)						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.	To provide a clean, safe, attractive environment To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
Oakhalls - New Play Area	0	40,000	S106 Culture & Community (3L)						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.	To provide a clean, safe, attractive environment To protect and improve our environment and promote sustainable communities To provide sustainable culture and leisure opportunities
Community Safety										
C.C.T.V. Scheme 1 (Wythall/Drakes Cross). (Including Budget carry forward of £89k from 2005/06)	765	132,000	Capital Receipts (1)						Provision of CCTV cameras in the Wythall/Drakes Cross area to provide continuous monitoring of the shopping and recreation areas. To comply with the Council's adopted Community Plan and the 2005/08 Community Safety Strategy.	<u>1. A nice clean safe attractive District</u> Fits with the objective of providing a safe infrastructure for the development of shopping and business in the district. Scheme will help to provide a clean well-kept District and present a good image. Demonstrate the Council's commitment to a safer environment. Across the District. <u>3. A caring socially aware society</u> A safe environment will contribute towards attracting new businesses to the area. Helps generate increased confidence and general well being in the area. <u>6. To be an efficient and effective Council</u> Introduction of the scheme will demonstrate the effectiveness of the local democratic process and partnership working as all political groups, including the local Parish Council, Police and MP, have consistently requested CCTV facilities for this area.
Upgrading of C.C.T.V. Facilities at St Chads Park Rubery	0	29,000	Capital Receipts (1)							
TOTAL	325,589	1,592,300		200,000	130,000	0	0			

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Planning & Env Sers Schemes

Schemes by Department	Total Expenditure to 31/03/06 £	Revised Budget & Additions 2006-07 £	Financing Revised 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	How the Project Achieves Corporate Objectives
PLANNING & ENVIRONMENT SERVICES										
PRIVATE SECTOR RENEWAL GRANTS										
Mandatory Disabled Facilities Grants (DFG's) (Private & BDHT Grants) Government SCG Grant Funded	0	321,000	Gov't Grant DFG-SCG (2A)						Budget for Disabled Facilities Grants which became mandatory under the provisions of Section 23 of the 1996 Act for works facilitating access to and around the dwelling, and for the provision of certain facilities within the dwelling.	<p><u>3. A caring socially aware society</u> The mandatory DFG scheme provides for facilitating access to and around the dwelling and for the provision of certain facilities within the dwelling, so as to improve the quality of life for disabled people and to enable them to remain in their own accommodation for as long as is practically possible.</p> <p><u>4. A strong and expanding economy</u> The scheme provides work for local builders.</p> <p><u>6. To be an efficient and effective Council</u> The Council will be seen as efficient and effective by the manner in which it executes it's statutory duty.</p>
Mandatory Disabled Facilities Grants (DFG's) (Private & BDHT Grants) (Part funding from Capital Receipts)		214,000	Capital Receipts (1)	518,000	395,000	412,000	432,000	Capital Receipts (1)		
Mandatory Disabled Facilities Grants (DFG's) (Private & BDHT Grants) (Part funding from 60% Government Specified Capital Grant (SCG))				268,000	268,000	268,000	268,000	Gov't Grant DFG-SCG (2A)		
Discretionary Home Repair Assistance & Housing Renewal Grants (Private Sector Only)	34,644	156,000	Capital Receipts (1)	161,000	164,000	168,000	173,000	Capital Receipts (1)	The Council's Strategy & Policy relates to the implementation of new services designed to improve housing quality, energy efficiency & health and social well being by improving poor standard, unfit or empty dwellings and by enabling people to remain in their own homes. This scheme forms part of our agreed private sector housing strategy.	<p><u>3. A caring socially aware society</u> Will contribute to the Council's strategic aims & objectives by assisting the improvement of housing quality in all tenures, improving energy efficiency and eliminating fuel poverty, renovating unfit houses and bringing empty houses back into use (BVPI's 62 & 64) and enabling people to remain in their own homes as they get older.</p> <p><u>4. A strong and expanding economy</u> The scheme will provide work for local builders</p> <p><u>6. To be an efficient and effective Council</u> The Council will be seen as efficient and effective by the manner in which it implements its Private Sector Housing renewal Strategy and Grant Assistance Policy.</p>
STRATEGIC HOUSING										
Retained Housing										

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Planning & Env Sers Schemes

Schemes by Department	Total Expenditure to 31/03/06 £	Revised Budget & Additions 2006-07 £	Financing Revised 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	How the Project Achieves Corporate Objectives
Houndsfield Lane Caravan Site - Door & Window Replacements - Amenity Blocks. (Budget carry forward of £8k from 2005/06.)	16,621	8,000	Housing Retained Capital Receipts (Debt Free) (10)						Refurbishment of amenity blocks on caravan site.	X
Homeless Hostels Schemes										
Refurbishment & Modernisation of Homeless Hostels (Holly, Rubery, Burcot, & Wythall Lodges) (Including Budget carry forward of £1k from 2005/06)	21,684	19,000	Housing Retained Capital Receipts (Debt Free) (10)						A second phase of the refurbishment and modernisation of the four hostels that continue to be owned by the Council. The four hostels provide a total of 35 rooms of temporary accommodation for a variety of homeless applicants whilst they are either having their application assessed, being provided with temp accom for a period seen reasonable for them to find alternative accommodation (where full duty is not owed to the client) or where the Council has accepted its duty to rehouse and is seeking to secure them permanent accommodation. The hostels are in constant use and average over 90% occupancy. The four premises require extensive refurbishment including window replacement, bathroom fitting replacement, floor replacement, kitchen refurbishment, outhouse and storage unit re-roofing and external works.	KEY SERVICE OBJECTIVE: To improve the comfort and amenity of the temporary accommodation to homeless clients. To assist the Council in meeting its statutory duty to provide temporary housing accommodation to qualifying homeless applicants (homelessness Act 2002). To assist in meeting the identified housing needs of the District. To assist the Council in its statutory requirement to refrain from placing families with dependent children or expectant mother in B&B (Homelessness Act 2002).
Strategic & Enabling Housing Schemes										
4 Houses on garage sites (Grafton, Foxwalks) Probable Slippage to 2005/06. (Including Budget carry forward of £64k from 2005/06)	64,000	96,000	S106 Affordable Housing (3A)						Grant funding of 4 houses for letting at affordable rents by Rooftop Housing Association development at a former garage site.	X
5 Houses on garage sites (Ryfield) (Includes slippage) (Including Budget carry forward of £57k from 2005/06.)	4,520	72,000	S106 Affordable Housing (3A)						Grant funding of the development of 5 houses for letting at affordable rents by Rooftop Housing Association development at former garage site.	X

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Planning & Env Sers Schemes

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Affordable Housing Schemes										
Grants to RSL - York Rd, & Hollywood La/Houndsfield CI (includes slippage)	128,012	32,000	S106 Affordable Housing (3A)						Grant funding of 3 houses for letting at affordable rents by Bromford Housing Association.	X
Grants to RSL - Villiers Road (formerly 38-42 Broad St) (includes slippage)	480,000	120,000	S106 Affordable Housing (3A)						Grant funding of a development of 15 flats for letting at affordable rents by Rooftop Housing Association.	
Grants to RSL's - Housing to Rent (New Build) (Including budget carry forward of £7k from 2005/06 funded from HSG Capital Allowance Cap Receipts)	25,000	30,000	Housing Retained Capital Receipts (Capital Allowance) (8)						The provision of Local Authority Grant to a Registered Social Landlord to fund the provision of additional units of affordable housing within the District through new build. Method - New Build. Tenure - Rented. Property Type - General Needs Housing.	<p><u>1. A clean safe & attractive Environment</u> Development of new affordable housing on Brownfield sites and former garage sites can have a significant impact in assisting to reduce anti social behaviour and vandalism. Development of new housing or purchase and repair of existing dwellings can also make a positive contribution to enhancing the environment and in certain instances provide associated facilities.</p> <p><u>2. An effective Local Development Framework</u> The LDF will be looking to develop effective affordable housing as a concept.</p> <p><u>3. A caring socially aware society</u> A priority under this corporate objective is the provision of affordable housing. Good quality social housing is fundamental to the support of younger people, vulnerable and other sections of the community and the provision of support and other services in the community.</p> <p><u>4. A strong and expanding economy</u> Addressing the affordability gap through the provision of additional affordable housing units has a link with the development of businesses and provision of services within the district.</p> <p><u>5. Good sustainable Culture & leisure opportunities</u> In some instances the development of affordable housing can provide a contribution towards the provision and maintenance of open space or play facilities.</p> <p><u>6. To be an efficient and effective Council</u> By helping the Council to meet its mandatory statutory duties to the homeless through the provision of appropriate housing and by helping to achieve a reduction in the use of temporary accommodation.</p>
Grants to RSL's - Housing to Rent (New Build) (Including budget carry forward of £85k from 2005/06 funded from S106)	0	85,000	S106 Affordable Housing (3A)							

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Planning & Env Sers Schemes

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	£	£	(See Key)	2007-08	2008-09	2009-10	£	2007/08 (See Key)		
Grants to RSL's - Shared Ownership (New Build/Do-it-Yourself) (Including a Budget carry forward of £18k from 2005/06.)	0	22,000	Housing Retained Capital Receipts (Debt Free) (10)						The provision of Local Authority Grant to a Registered Social Landlord to fund the provision of additional units of affordable housing within the District. Method - New Build or Do It Yourself (where client identifies dwelling on open market and enters into shared ownership with an RSL. Tenure - Shared Ownership (25% - 75%). Property Type - General Needs Housing. Grants to be allocated on an individual property basis.	<p><u>1. A clean safe & attractive Environment</u> Development of new affordable housing on Brownfield sites and former garage sites can have a significant impact in assisting to reduce anti social behaviour and vandalism. Development of new housing or purchase and repair of existing dwellings can also make a positive contribution to enhancing the environment and in certain instances provide associated facilities.</p> <p><u>2. An effective Local Development Framework</u> The LDF will be looking to develop effective affordable housing as a concept.</p> <p><u>3. A caring socially aware society</u> A priority under this corporate objective is the provision of affordable housing. Good quality social housing is fundamental to the support of younger people, vulnerable and other sections of the community and the provision of support and other services in the community.</p> <p><u>4. A strong and expanding economy</u> Addressing the affordability gap through the provision of additional affordable housing units has a link with the development of businesses and provision of services within the district.</p> <p><u>5. Good sustainable Culture & leisure opportunities</u> In some instances the development of affordable housing can provide a contribution towards the provision and maintenance of open space or play facilities.</p> <p><u>6. To be an efficient and effective Council</u> By helping the Council to meet its mandatory statutory duties to the homeless through the provision of appropriate housing and by helping to achieve a reduction in the use of temporary accommodation.</p>
Grants to RSL's - Low Cost Shared Equity / Shared Rented Housing (Including Budget carry forward of £46k from 2005/06)	0	58,000	Capital Receipts - (Ring Fenced for Low Cost Hsg) (9)						The provision of Local Authority Grant to a Registered Social Landlord to fund the provision of additional units of affordable housing within the District. Tenure - Low Cost Fixed Equity Housing (at 60% or 70% of Market Value). Property Type - General Needs Housing.	<p><u>1. A clean safe & attractive Environment</u> Development of new affordable housing on Brownfield sites and former garage sites can have a significant impact in assisting to reduce anti social behaviour and vandalism. Development of new housing or purchase and repair of existing dwellings can also make a positive contribution to enhancing the environment and in certain instances provide associated facilities.</p> <p><u>2. An effective Local Development Framework</u> The LDF will be looking to develop effective affordable housing as a concept.</p> <p><u>3. A caring socially aware society</u> A priority under this corporate objective is the provision of affordable housing. Good quality social housing is fundamental to the support of younger people, vulnerable and other sections of the community and the provision of support and other services in the community.</p> <p><u>4. A strong and expanding economy</u> Addressing the affordability gap through the provision of additional affordable housing units has a link with the development of businesses and provision of services within the district.</p> <p><u>5. Good sustainable Culture & leisure opportunities</u> In some instances the development of affordable housing can provide a contribution towards the provision and maintenance of open space or play facilities.</p> <p><u>6. To be an efficient and effective Council</u> By helping the Council to meet its mandatory statutory duties to the homeless through the provision of appropriate housing and by helping to achieve a reduction in the use of temporary accommodation.</p>

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Planning & Env Sers Schemes

Schemes by Department	Total Expenditure to 31/03/06	Revised Budget & Additions 2006-07	Financing Revised Budget & Additions 2006/07 (See Key)	Original Budget	Latest Estimate	Latest Estimate	Future Years	Financing Original Budget 2007/08	Brief Description of Project	How the Project Achieves Corporate Objectives
	£	£	£	2007-08	2008-09	2009-10	£	2007/08		
Grants to RSL's - Low Cost Housing	0	160,000	Capital Receipts - (Ring Fenced for Low Cost Hsg) (9)						The provision of Local Authority Grant to a Registered Social Landlord to fund the provision of additional units of affordable housing within the District. - Tenure – Low Cost / Shared Ownership Property Type – General needs housing. Funding – To be funded from capital receipts received and ring fenced for low cost housing schemes.	KEY SERVICE OBJECTIVE: To assist in meeting the identified housing needs of the District. To assist the Council in meeting its statutory duty to provide housing accommodation to qualifying homeless applicants (Homelessness Act 2002). To assist in balancing the housing market within the District. To reduce the time spent in temporary accommodation by the homeless. To reduce the affordability gap and enable applicants a route to partial of full home ownership.
Grants to RSL's - Housing for Rent (Part funded from Capital Receipts Ring Fenced for Low Cost Housing)	0	200,000	Capital Receipts - (Ring Fenced for Low Cost Hsg) (9)						The provision of Local Authority Grant to a Registered Social Landlord to fund the provision of additional units of affordable housing within the District through new build, buy backs or Purchase & Repair – Tenure – Rented Property Type – General needs housing. Funding – £50,000 - Sect 106 £35,000 - Retained Cap Inc under Capital Allowance £200,000 – Cap Receipts Ring Fence Low Cost	KEY SERVICE OBJECTIVE: To assist in meeting the identified housing needs of the District (Housing Act 1985). To assist the Council in meeting its statutory duty to provide housing accommodation to qualifying homeless applicants (Homelessness Act 2002). To assist in balancing the housing market within the District. To reduce the time spent in temporary accommodation by the homeless.
Grants to RSL's - Housing for Rent (Part funded from Poolable Housing Capital Receipts restricted to Housing use only) (Capital Allowance)	0	35,000	Housing Retained Capital Receipts (Capital Allowance) (8)							
Grants to RSL's - Housing for Rent (Part funded from Section 106 Affordable Housing)	0	50,000	S106 Affordable Housing (3A)							
Grants to RSL's - General	0	40,000	Capital Receipts - (Ring Fenced for Low Cost & Shared Ownership Hsg) (9)	40,000	40,000	0		Capital Receipts - (Ring Fenced for Low Cost & Shared Ownership Hsg) (9)	A second phase of the refurbishment and modernisation of the four hostels that continue to be owned by the Council. The four hostels provide a total of 35 rooms of temporary accommodation for a variety of homeless applicants whilst they are either having their application assessed, being provided with temp accom for a period seen reasonable for them to find alternative accommodation (where full duty is not owed to the client) or where the Council has accepted its duty to rehouse and is seeking to secure them permanent accommodation. The hostels are in constant use and average over 90% occupancy. The four premises require extensive refurbishment including window replacement, bathroom fitting replacement, floor replacement, kitchen refurbishment, outhouse and storage unit re-roofing and external works.	KEY SERVICE OBJECTIVE: To improve the comfort and amenity of the temporary accommodation to homeless clients. To assist the Council in meeting it's statutory duty to provide temporary housing accommodation to qualifying homeless applicants (homelessness Act 2002). To assist in meeting the identified housing needs of the District. To assist the Council in its statutory requirement to refrain from placing families with dependent children or expectant mother in B&B (Homelessness Act 2002).

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Planning & Env Sers Schemes

Schemes by Department	Total Expenditure to 31/03/06 £	Revised Budget & Additions 2006-07 £	Financing Revised 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	How the Project Achieves Corporate Objectives
	Extra Care Sheltered Housing - Gilbert Court, Charford.				1,000,000				Capital Receipts (1)	The provision of Local Authority Grant to a Registered Social Landlord towards the joint commissioning or the remodelling and provision of 27 additional units of affordable housing and community facilities within the planned remodelling of Gilbert Court Sheltered Housing Scheme to Extra Care Standard. Tenure – Rented (79) shared ownership (8) Low cost sale (5) Property Type – Housing for Older People... Funding – Funding from Capital Receipts, approved by Exec Cabinet on 28.09.05.
WM Regional Housing Pot Local Authority Grant Allocation		217,000	Gov't Grant Regional Housing Pot (2C)						The Government Office West Midlands has made a cash allowance to housing authorities who are debt free to spend generally on housing capital projects. The £217k allocation has been allocated to 8 separate projects which were approved by Executive Cabinet on 1st Nov 2006.	
TOTAL	774,481	1,935,000		1,987,000	867,000	848,000	873,000			

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Street Scene & Waste M Scheme

Schemes by Department	Total Expenditure to 31/03/06 £	Revised Budget & Additions 2006-07 £	Financing Revised 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	How the Project Achieves Corporate Objectives
STREET SCENE & WASTE MANAGEMENT										
Pay & Display Car Park Ticket Machines	0	20,000	Capital Receipts (Spend to Save Scheme) (4)						A review of car parking operations has taken place to see how we can operate more efficiently. Ticketing machines do breakdown and when this happens we lose income. New machines will help us maximise future income from which the cost of this scheme will be repaid to capital over the next 7 years. The scheme is for the provision of 6 additional pay and display machines in certain car parks in Bromsgrove which currently have only 1 pay and display machine. The key service objective is to provide good quality, well maintained, customer focused, and user friendly car parking facilities for the residents of and visitors to the District of Bromsgrove.	A 'Spend to Save' scheme. To provide good quality, well maintained, customer focused, and user friendly car parking facilities for the residents of and visitors to the District of Bromsgrove. This meets the following Council Corporate Objectives 'To be an efficient and effective Council' on the grounds that the lack of additional pay and display machines will continue to cause lost revenue to the Council until it is addressed, and 'To protect and improve our environment and promote sustainable communities' on the grounds that the provision of charges for car parking reduces dependency on the car.
Concessionary Fare Implementation of Smart Cards	0	20,000	Capital Receipts (1)						To implement smart card operation as part of the concessionary fares scheme	
DEPOT SERVICES										
Rear Loading Refuse Freighters - (Including £195k Budget carry forward from 2005/06)	0	292,000	Capital Receipts (1)						To obtain 3 rear loading refuse freighters for accessing properties in areas which are difficult to access.	
Replacement of Fleet Vehicles (Multi Lift Vehicles)	0	125,000	Capital Receipts (1)						Part of the structured vehicle replacement plan to ensure we can comply with our statutory requirements for mobile litter crews, dog foul bins and fly tipping etc.	<p>1. <u>A nice clean safe attractive District</u> Vehicles and equipment are necessary to maintain the high levels of cleanliness through out the district.</p> <p>3. <u>A caring socially aware society</u> A clean and tidy environment builds a healthy caring community.</p> <p>4. <u>A strong and expanding economy</u> A clean environment will contribute to attracting new business into the area.</p> <p>6. <u>To be an efficient and effective Council</u> This will improve the operation of the service and customer satisfaction so to help guarantee an income.</p>

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Street Scene & Waste M Scheme

Schemes by Department	Total Expenditure to 31/03/06 £	Revised Budget & Additions 2006-07 £	Financing Revised 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	How the Project Achieves Corporate Objectives
New Tanker for Cesspools Work	0	58,000	Capital Receipts (1)						The Council has a responsibility to empty 2,500 properties who have cesspools within Bromsgrove District. The budget is for a new tanker vehicle.	<p><u>1. A nice clean safe attractive District</u> We have a lot of rural properties who expect a good professional service.</p> <p><u>3. A caring socially aware society</u> A good clean professional service builds a healthy caring community.</p> <p><u>4. A strong and expanding economy</u> Having a high rural community we will attract new business increasing confidence in the area.</p> <p><u>6. To be an efficient and effective Council</u> Investment and modernisation of the fleet will increase confidence and public perception.</p>
Pavement Sweepers for Street Cleansing (Budget carry forward of £99k from 2005/06)	0	99,000	Capital Receipts (1)						Budget is for suitable vehicles to sweep the streets and pavements in line with Council specification. To comply with the Environmental Protection Act.	<p><u>1. A nice clean safe attractive District</u> Demonstrated the Council's commitment to provide a clean and safer environment.</p> <p><u>3. A caring socially aware society</u> A clean environment builds a healthy caring community.</p> <p><u>4. A strong and expanding economy</u> A clean environment will contribute to attracting new business to the area. Helps generate increased confidence and well in the area.</p> <p><u>6. To be an efficient and effective Council</u> The reliability of new vehicles will ensure Best Value standards will be achieved.</p>
Graffiti Removal System (Budget carry forward of £25k from 2005/06)	0	16,000	Capital Receipts (1)						To obtain a vehicle suitably equipped for the removal of graffiti throughout the District.	'To provide a clean, safe and attractive environment', to provide a clean environment and help address community safety issues.
Street Cleansing Vehicles & Equipment (Identified within Depot Strategy)	0	519,000	Capital Receipts (1)						Implementation of the strategy to improve services delivered from the Depot and achieve the outputs required by the Council's Recovery Plan. This scheme is for the purchase of large, mini, & pedestrian controlled sweepers; pick-up vehicles, & trailers. Also replacement of existing vehicles.	The Recovery Plan states that the Council will "Develop and Implement a Strategy for delivering sustainable service improvements to the Street Scene environment". This equipment is needed to deliver that strategy. Meets the Corporate Objectives 'To provide a clean, safe and attractive environment' & 'To be an efficient and effective Council'.
Replacement Rear Loading Trade Waste Collection Vehicle.	0	127,000	Capital Receipts (1)						Implementation of the strategy to improve services delivered from the Depot and achieve the outputs required by the Council's Recovery Plan. Replacement of an existing 'V' registration trade waste refuse collection vehicle (£130k). Purchase of waste freighter will replace a freighter currently being rented.	The Recovery Plan states that the Council will "Develop and Implement a Strategy for delivering sustainable service improvements to the Street Scene environment". This equipment is needed to deliver that strategy. Meets Corporate Objectives 'To provide a clean, safe and attractive environment' & 'To be an efficient and effective Council'
Skips for new 18 tonne Depot Multi Lift Vehicles.	0	20,000	Capital Receipts (1)						Skips for the new 18 tonne Multi Lift vehicles now planned for purchase in 2006/07. Will be utilised by all Depot services.	The vehicle being purchased is used to assist in all Street Scene activities. There is a requirement for skips to facilitate this service.

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Street Scene & Waste M Scheme

Schemes by Department	Total Expenditure to 31/03/06 £	Revised Budget & Additions 2006-07 £	Financing Revised 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	How the Project Achieves Corporate Objectives
Replacement of 2 Large Mechanical Sweepers	0			140,000				Capital Receipts (1)	The replacement of the two existing mechanical sweepers.	
Improvements to Depot Site	0	50,000		50,000				Capital Receipts (1)	Physical improvements to Depot yard and stores to meet HSE recommendations and create suitable parking arrangements for fleet.	In order to deliver the Strategy for Street Scene considerable improvements to the depot are needed in terms of its fabric. The works are also those recommended by HSE during their recent visit to the site.
TOTAL	0	1,346,000		190,000	0	0	0			
TOTAL OF EXISTING SCHEMES		6,698,300		2,417,000	6,790,000	848,000	873,000			

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Existing Schemes Financing

Schemes by Department	<i>Expenditure to 31/03/06</i>	Revised Budget & Additions 2006-07	Original Budget	Latest Estimate	Latest Estimate	Future Years
	£	£	2007-08 £	2008-09 £	2009-10 £	£
EXISTING SCHEMES	2,617,697	6,698,300	2,417,000	6,790,000	848,000	873,000
FINANCING OF EXISTING SCHEMES:						
1. Capital Receipts		3,892,500	909,000	6,352,000	580,000	605,000
1. Housing Schemes funded from Capital Receipts			1,000,000			
4. Capital Receipts ('Spend-to-Save' schemes to be financed from additional income or savings over a period of years)		20,000	0	0	0	0
9. Capital Receipts - (Ring Fenced for Low Cost Housing Only)		458,000	40,000	40,000	0	0
8. Capital Allowance (Pooled Housing Capital Receipts)		65,000	0	0	0	0
10. Pooled Housing Capital Receipts (Retained Under Debt Free Transitional Arrangements)		49,000	0	0	0	0
3A. Section 106 Agreements (Affordable Housing)		455,000	0	0	0	0
3L. Section 106 Agreements (Play Areas etc.)		798,800	200,000	130,000	0	0
2. Government Grants - IEG Only		82,000	0	0	0	0
2A. Government Grants - SCG (DFG's)		321,000	268,000	268,000	268,000	268,000
2B. Government Grants - Liveability		340,000	0	0	0	0
2C. Government Grants - Regional Housing Pot		217,000	0	0	0	0
Total		6,698,300	2,417,000	6,790,000	848,000	873,000

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Cap Prog - New Schemes By Rank

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 £	Latest Estimate Future Years £	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	Briefly How Scheme Achieves Corporate Objective: & Priorities	Prioritisation Category	Full Year Revenue Costs £	Ranking (H)igh (M)ed (L)ow	Comments
NEW SCHEME BIDS													
CAPITAL BIDS RANKED 'HIGH'													
Case Management System			14,000				Capital Receipts (Spend to Save Scheme) (4)	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.	H	2,000		PID received
Alterations to Council Buildings in compliance with DDA			150,000	150,000			Capital Receipts (1)	Enable the Council to deliver structural and other alterations to council buildings over a 3 year period as required by the Disability Discrimination Act and following the review of accessibility by SCOPE. The works required have been identified in order to ensure that our buildings and services can be accessed by all of our customers and will ensure we are DDA compliant.	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> It is important that the Council is seen to be upholding its statutory responsibilities both in respect of its improvement and its quest to be a community leader Providing buildings that are 'fit for purpose' better enables the organisation to deliver its Corporate Objectives and its commitment to Investors in People. Council reputation will suffer and failure to deliver equality and diversity targets, if the improvements aren't made.	H			PID Received
Replacement of desktop print fleet at the Council House and Depot			75,000				Capital Receipts (Spend to Save Scheme) (4)	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.	H	6,500		PID Received
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 (customer satisfaction) - 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 (performance) - 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.	H	5,000		PID Received
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.	H	2,000		PID Received
Street Scene Depot Vehicle Replacement Programme (Refuse Collection)			23,000	13,000	273,000	2,183,000	Capital Receipts (1)	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.	KEY SERVICE OBJECTIVE <i>Regeneration</i> Priority 1 (town centre) - To provide a cleaner and more attractive town centre. <i>Environment</i> Priority 4 (clean streets) - To provide a cleaner and more attractive District and to reduce the environmental impact of old and polluting vehicles. <i>Improvement</i> Priority 8 (customer satisfaction) - To provide a reliable and consistent service for all residents. Priority 9 (reputation) - To ensure the services continue to improve in line with BVPI's.	H			PID Received. The future years = years 4-10 on the PID form.

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Cap Prog - New Schemes By Rank

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 £	Latest Estimate Future Years	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	Briefly How Scheme Achieves Corporate Objective: & Priorities	Prioritisation Category	Full Year Revenue Costs		Ranking (H)igh (M)ed (L)ow	Comments
											£	£		
Street Scene Depot Vehicle Replacement Programme (Street Cleaning)			85,000	186,000	146,000	419,000	Capital Receipts (1)	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.	<p>KEY SERVICE OBJECTIVE <i>Regeneration</i> Priority 1 (town centre) - To provide a cleaner and more attractive town centre.</p> <p><i>Environment</i> Priority 4 (clean streets) - To provide a cleaner and more attractive District and to reduce the environmental impact of old and polluting vehicles.</p> <p><i>Improvement</i> Priority 8 (customer satisfaction) - To provide a reliable and consistent service for all residents. Priority 9 (reputation) - To ensure the services continue to improve in line with BVPI's.</p>	H			PID Received. The future years = years 4-10 on the PID form.	
Street Scene Depot Vehicle Replacement Programme (Recycling)			360,000		13,000	195,000	Capital Receipts (1)	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.	<p>KEY SERVICE OBJECTIVE <i>Regeneration</i> Priority 1 (town centre) - To provide a cleaner and more attractive town centre.</p> <p><i>Environment</i> Priority 4 (clean streets) - To provide a cleaner and more attractive District and to reduce the environmental impact of old and polluting vehicles.</p> <p><i>Improvement</i> Priority 8 (customer satisfaction) - To provide a reliable and consistent service for all residents. Priority 9 (reputation) - To ensure the services continue to improve in line with BVPI's.</p>	H			PID Received. The future years = years 4-10 on the PID form.	
Street Scene Depot Vehicle Replacement Programme (Commercial Services)			83,000	23,000	13,000	170,000	Capital Receipts (1)	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.	<p>KEY SERVICE OBJECTIVE <i>Regeneration</i> Priority 1 (town centre) - To provide a cleaner and more attractive town centre.</p> <p><i>Environment</i> Priority 4 (clean streets) - To provide a cleaner and more attractive District and to reduce the environmental impact of old and polluting vehicles.</p> <p><i>Improvement</i> Priority 8 (customer satisfaction) - To provide a reliable and consistent service for all residents. Priority 9 (reputation) - To ensure the services continue to improve in line with BVPI's.</p>	H			PID Received. The future years = years 4-10 on the PID form.	
Street Scene Depot Vehicle Replacement Programme (Garage Services)			59,000	1,000	15,000	28,000	Capital Receipts (1)	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.	<p>KEY SERVICE OBJECTIVE <i>Regeneration</i> Priority 1 (town centre) - To provide a cleaner and more attractive town centre.</p> <p><i>Environment</i> Priority 4 (clean streets) - To provide a cleaner and more attractive District and to reduce the environmental impact of old and polluting vehicles.</p> <p><i>Improvement</i> Priority 8 (customer satisfaction) - To provide a reliable and consistent service for all residents. Priority 9 (reputation) - To ensure the services continue to improve in line with BVPI's.</p>	H			PID Received. The future years = years 4-10 on the PID form.	
Street Scene Depot Vehicle Replacement Programme (Highways)			21,000	23,000	1,000	73,000	Capital Receipts (1)	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.	<p>KEY SERVICE OBJECTIVE <i>Regeneration</i> Priority 1 (town centre) - To provide a cleaner and more attractive town centre.</p> <p><i>Environment</i> Priority 4 (clean streets) - To provide a cleaner and more attractive District and to reduce the environmental impact of old and polluting vehicles.</p> <p><i>Improvement</i> Priority 8 (customer satisfaction) - To provide a reliable and consistent service for all residents. Priority 9 (reputation) - To ensure the services continue to improve in line with BVPI's.</p>	H			PID Received. The future years = years 4-10 on the PID form.	

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Cap Prog - New Schemes By Rank

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 £	Latest Estimate Future Years £	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	Briefly How Scheme Achieves Corporate Objective: & Priorities	Prioritisation Category	Full Year Revenue Costs		Ranking (H)igh (M)ed (L)ow	Comments
											£	£		
Street Scene Depot Vehicle Replacement Programme (Grounds)			240,000	59,000	42,000	171,000	Capital Receipts (1)	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.	<p>KEY SERVICE OBJECTIVE <i>Regeneration</i> Priority 1 (town centre) - To provide a cleaner and more attractive town centre.</p> <p><i>Environment</i> Priority 4 (clean streets) - To provide a cleaner and more attractive District and to reduce the environmental impact of old and polluting vehicles.</p> <p><i>Improvement</i> Priority 8 (customer satisfaction) - To provide a reliable and consistent service for all residents. Priority 9 (reputation) - To ensure the services continue to improve in line with BVPI's.</p>	H				PID Received. The future years = years 4-10 on the PID form.
Street Scene Depot Vehicle Replacement Programme (Multi-lift Vehicle)			17,000		12,000	7,000	Capital Receipts (1)	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.	<p>KEY SERVICE OBJECTIVE <i>Regeneration</i> Priority 1 (town centre) - To provide a cleaner and more attractive town centre.</p> <p><i>Environment</i> Priority 4 (clean streets) - To provide a cleaner and more attractive District and to reduce the environmental impact of old and polluting vehicles.</p> <p><i>Improvement</i> Priority 8 (customer satisfaction) - To provide a reliable and consistent service for all residents. Priority 9 (reputation) - To ensure the services continue to improve in line with BVPI's.</p>	H				PID Received. The future years = years 4-10 on the PID form.
Replacement of CCTV Equipment				354,000	100,000	79,000	Capital Receipts (1)	The project is the replacement of all of the Districts CCTV cameras on a 3 year rolling programme to commence in 2008/09, the cameras were designed for a 10 year lifecycle and are due for replacement. Replacement of 26 CCTV cameras and domes in Bromsgrove Town Centre. Replacement of 19 CCTV cameras in Town Centre, Alvechurch, Bart Green, Hagley, Rubery & Sanders Park. Upgrade the CCTV Control Room to Digital Recording and future proofing for the next 10 years. New monitor wall, display systems and interior building works.	<p>KEY SERVICE OBJECTIVE <i>Sense of Community and Well Being</i> The replacement of cameras and system update will ensure that a number of risks are avoided and allow the continued benefits of the service to local residents.</p> <p><i>Improvement</i> The system upgrades will improve performance and increase operator time to monitor additional cameras. This may lead to increased generation opportunities in both the CCTV and the life line service due to increased capacity. Customer satisfaction will increase as the improvements to the service will increase response times and allow greater standards of customer service to be provided/ achieved and in turn, our reputation will be enhanced.</p>	H				PID Required!
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 <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>	H				PID Received
Grants to RSL's - Shared Ownership and Low Cost Affordable Housing Schemes (Part funded from capital receipts ring fenced for Low Cost/Affordable Housing)			11,000				Capital Receipts - Ring Fenced for Low Cost (9)	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.	<p>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.</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>	H				PID Received

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Cap Prog - New Schemes By Rank

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	Latest Estimate Future Years	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	Briefly How Scheme Achieves Corporate Objective: & Priorities	Prioritisation Category	Full Year Revenue Costs		Ranking (H)igh (M)ed (L)ow	Comments
	£		£	£	£	£	£				£	£		
Grants to RSL's - Shared Ownership and Low Cost Affordable Housing Schemes (Part funded from capital receipts retained under capital pooling arrangements ring fenced for housing use only)			11,000				Retained Housing Capital Receipts - Ring Fenced for Housing Use Only (10)	Part of above scheme	Part of above scheme	H				
SUPPORT SERVICES RECHARGES TO CAPITAL (To be recharged over all schemes in 2006/07, 2007/08 & later year)	124,000	Capital Receipts (1)	127,000	130,000	133,000		Capital Receipts (1)							
SUB-TOTAL FOR 'HIGH'	124,000		1,576,000	939,000	748,000	3,325,000								
CAPITAL BIDS RANKED 'MEDIUM'														
Connecting C.C.T.V Centre to corporate network			0	30,000			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 data would also be included in the corporate IT backup and disaster recovery process.	KEY SERVICE OBJECTIVE <i>Improvement</i> Priority 10 (performance) - The provision of a more robust and secure network for the C.C.T.V centre.	M		1,000		PID Received
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 (customer satisfaction) - 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 (performance) - Separating the telephone area from the open public area would improve privacy when dealing with calls and reduce noise in the public area.	M		0		PID Received
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 (performance) - 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.	M		2,000		PID Received
Improvements to Battlefield Brook at Sanders Park			10,000				Capital Receipts (1)	The project is to enhance the brook running through Sanders Park by removing the current concrete structure and landscaping the area to provide a habitat for wild animals with specific emphasis on water voles. The project has been discussed with the environment agency although no additional funding is available through this source.	KEY SERVICE OBJECTIVE <i>Improvement</i> Enhance the Council's reputation by improving the local environment and people's perception of living in Bromsgrove. Thus leading to increased residents satisfaction with BDC by improving the service delivery.	M				PID Required!
Refurbishment/upgrade of town centre public toilets			50,000				Capital Receipts (1)	To upgrade and carry out improvements to the physical facilities of the public toilets in Bromsgrove town centre and carry out upgrading of the disabled toilet facilities.	KEY SERVICE OBJECTIVE <i>Regeneration</i> The town centre is a priority for the District Council and town centre regeneration will take some time to implement, but modest movements such as upgrading toilet facilities will indicate progress with a long term strategy.	M				
Capital grants for upgrading of shop fronts in town centre			40,000				Capital Receipts (1)	To provide small grants to shop keepers and businesses in a defined part of the town centre to improve the appearance of their premises. The scheme would require matched funding from the applicant and would have to be used for capital schemes and not maintenance work.	KEY SERVICE OBJECTIVE The town centre is a priority for the District Council and town centre regeneration will take some time to implement, but modest movements such as introducing shop front improvement grants will indicate progress with a long term strategy.	M				

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Cap Prog - New Schemes By Rank

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 £	Latest Estimate Future Years £	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	Briefly How Scheme Achieves Corporate Objective: & Priorities	Prioritisation Category	Full Year Revenue Costs £	Ranking (H)igh (M)ed (L)ow	Comments
SUB-TOTAL FOR 'MEDIUM'	0		130,000	30,000	0	0							
CAPITAL BIDS RANKED 'LOW'													
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 ensure that all Council systems can be deployed to this location. To enable all ICT policies to be implemented e.g. Security policy, Network access policy.	KEY SERVICE OBJECTIVE <i>Improvement</i> Priority 10 (performance) - The provision of a more robust and secure network for the Shopmobility Centre.	L	8,000		PID Received
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 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. <i>Improvement</i> Modern Member Programme supported. Increased opportunities for democratic involvement. Robust and professional programme to support the Council's decision making process and the image of the organisation.	L			PID received
"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.	L	3,000		PID Received
Passport to Leisure			24,000				Capital Receipts (1)	The project is designed to offer a concession based scheme to remove financial and social barriers to participation in sport, culture and active recreation. The project will deliver increased usage within hard to reach groups who traditionally do not access such services. By doing so we will increase the council influence, address some of the health issues associated with physical inactivity and provide opportunities for all sectors of the community to access the council facilities.	KEY SERVICE OBJECTIVE <i>Sense of Community & Well Being</i> By increasing opportunities we will be able to demonstrate that we have actively endeavoured to improve the health of the local community and influence people's life style choices/ quality of life. <i>Improvement</i> The project, once implemented, will increase the reputation of the Council and lead to increased customer satisfaction across the whole district. It will also improve our performance in relation to central government objectives and partnerships working as the scheme can be expanded to include GP referral schemes and future projects as part of the LSP or with the local PCT.	L			PID Required!
Lifeline			51,000				Capital Receipts (1)	The Project is to upgrade the life line system (hard and software) to ensure it can meet future service requirements. It will deliver a range of new products/ services to local residents to enhance service delivery to meet the proposed objectives of WCC Social services and PCT. It will also increase income generation.	KEY SERVICE OBJECTIVE <i>Improvement</i> The enhanced shared services will meet Priority 8- Customer Satisfaction, Priority 9 - Reputation and Priority 10- Performance Improvement.	L			PID Required!
SUB-TOTAL FOR 'LOW'	0		110,000	0	0	0							
TOTAL NEW SCHEMES	124,000		1,816,000	969,000	748,000	3,325,000							

Funding Summary For All New Scheme Bids

1. General Capital Receipts	124,000
4. Capital Receipts - Invest-to-Save Schemes	

1,455,000	969,000	748,000	3,325,000
89,000			

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10
Cap Prog - New Schemes By Rank

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 £	Latest Estimate Future Years £	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	Briefly How Scheme Achieves Corporate Objective: & Priorities	Prioritisation Category	Full Year Revenue Costs £	Ranking (H)igh (M)ed (L)ow	Comments
9. General Capital Receipts - Ring Fenced for Low-Cost Housing			11,000										
10. Poolable Housing Capital Receipts - Retained for Housing Use (Debt Free Transitional Arrangements)			11,000										
3A. Section 106 Funding (Affordable Housing)			250,000										
TOTAL	124,000		1,816,000	969,000	748,000	3,325,000							
Differences - spend to financing	0		0	0	0	0							

Funding Summary For 'High' Priority New Scheme Bids Only

1. General Capital Receipts	124,000	1,215,000	939,000	748,000	3,325,000
4. Capital Receipts - Invest-to-Save Schemes		89,000			
9. General Capital Receipts - Ring Fenced for Low-Cost Housing		11,000			
10. Poolable Housing Capital Receipts - Retained for Housing Use (Debt Free Transitional Arrangements)		11,000			
3A. Section 106 Funding (Affordable Housing)		250,000			
TOTAL	124,000	1,576,000	939,000	748,000	3,325,000

GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10**Total Prog Financing High Only**

Schemes by Department		Revised Budget & Additions 2006-07 £	Original Budget 2007-08 £	Latest Estimate 2008-09 £	Latest Estimate 2009-10 £	Latest Estimate Future Years £	
TOTAL PROGRAMME		6,822,300	3,993,000	7,729,000	1,596,000	4,198,000	
TOTAL FINANCING INCLUDING HIGH PRIORITY NEW SCHEMES ONLY:							
Key	1	Capital Receipts	4,016,500	2,124,000	7,291,000	1,328,000	3,930,000
		Housing Schemes funded from Capital Receipts		1,000,000			
4		Capital Receipts ('Spend-to-Save' schemes to be financed from additional income or savings over a period of years)	20,000	89,000	0	0	0
9		Capital Receipts - (Ring Fenced for Low Cost Housing Only)	458,000	51,000	40,000	0	0
8		Capital Allowance (Pooled Housing Capital Receipts)	65,000	0	0	0	0
10		Pooled Housing Capital Receipts (Retained Under Debt Free Transitional Arrangements)	49,000	11,000	0	0	0
3A		Section 106 Agreements (Affordable Housing)	455,000	250,000	0	0	0
3L		Section 106 Agreements (Play Areas etc.)	798,800	200,000	130,000	0	0
2		Government Grants - IEG Only	82,000	0	0	0	0
2A		Government Grants - SCG (DFG's)	321,000	268,000	268,000	268,000	268,000
2B		Government Grants - Liveability	340,000	0	0	0	0
2C		Government Grants - Regional Housing Pot	217,000	0	0	0	0
		Total	6,822,300	3,993,000	7,729,000	1,596,000	4,198,000

Estimated Capital Budget Slippage into 2007/08

		REVISED CAPITAL BUDGET 2006/07	PROJECTED YEAR END EXPENDITURE	PROBABLE SLIPPAGE TO 2007/08	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
		£	£	£	
Funding	2006/07 Schemes				
Capital Receipts	Disabled Discrimination Act improvements (05/06)	14,000	9,000	(5,000)	This scheme includes £14k carried forward from 2005/06 to 2006/07. Further outstanding work is required to secure compliance under the Disabled Discrimination Act. (two specific projects being a new Members' entrance and attention to the Spadesbourne Brook entrance).
Capital Receipts	New HR Information & Management system	30,000	2,000	(28,000)	This scheme has been delayed by the effects of the organisational restructure but it is hoped that it will commence this year. A request will be made to carry forward part of this budget forward to 2007/08.
Capital Receipts	Government Connect Scheme	30,000	0	(30,000)	This Budget is carried forward from 2005/06. This project will not be completed within 2006/07 due to delays from Central Government in defining the exact configuration of the "Government Connect Scheme", therefore we cannot commence this scheme. This scheme will be rolled forward and included in the original capital budget for 2007/08.
Capital Receipts	Spatial Project	500,000	300,000	(200,000)	The Spatial Project is a modernising programme involving the procurement of new integrated software to enable the transformation of service delivery and the achievement of full compliance with national E-Government priority outcomes. The scheme received approval from Executive Cabinet on 2nd August 2006, and a Project Management Board is to be established. There is a £500k capital budget requirement included in the business case for 2006/07 for the purchase of hardware such as new IT servers etc. which will need to be phased across the financial year. It may be necessary for some of this budget to be carried forward into 2007/08. The estimated expenditure of £300k for 2006/07 is the best estimate that can be provided at this very early stage of the project.
Capital Receipts	Concessionary Fare Implementation of Smart Cards.	20,000	0	(20,000)	Worcestershire County Council are leading on this scheme and the current position suggests that the scheme will not proceed this year. We have however signed up to this and it is likely to proceed in 2007/08 so the budget will be rolled forward as part of the budget process.
Capital Receipts	Restoration of Memorial Headstones in Bromsgrove Cemetery	26,000	15,000	(11,000)	Advice has been sought from other district councils on how to deal with this issue. A list of suitable stonemasons is being compiled from whom to obtain prices for dealing with the headstones which require attention. Work should commence in this financial year but it is necessary to carry forward £11k into 2007/08. This scheme includes the £16k budget underspend carried forward from 2005/06.
Capital Receipts	Replacement of Dolphin Centre Pool Plant	55,000	0	(55,000)	The work will be carried out at the same time as the Phase II Upgrade to avoid closing the pool more than once.
Section 106	New Sporting Pitches (Garringtons/UEF)	60,000	0	(60,000)	A report was submitted to Executive Cabinet on 17 May 2006 to consider an application from Bromsgrove Cricket, Hockey and Tennis club relating to the provision of an artificial floodlit pitch at St Godwalds Park, and this was approved in principle. A meeting was held with the club in August 2006 to progress the scheme further. The scheme is under reassessment and therefore a request is to be made to carry forward the unspent budget into 2007/08.
Section 106	Alvechurch - Swanslength Play Area Refurb/Extension	40,000	0	(40,000)	Commencement is pending the awarding of the Play Framework Contract which will be under European procurement regulations. A request will be made to carry forward the unspent budget to 2007/08. There are now proposals to change the scheme to one which improves play facilities.

Estimated Capital Budget Slippage into 2007/08

APPENDIX C

		REVISED CAPITAL BUDGET 2006/07	PROJECTED YEAR END EXPENDITURE	PROBABLE SLIPPAGE TO 2007/08	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
		£	£	£	
Funding	2006/07 Schemes				
Section 106	Barnsley Hall - Requisition of Land & Provision of new play area (05/06)	79,000	0	(79,000)	Consultation was undertaken with residents on a play area design and play companies invited to provide initial design solutions/quotations. An open demonstration day of 'Disc Golf' took place on Sunday 2nd April. Site meeting held with John Preston, English Partnerships on 7/3/06 to agree their boundary/access concerns. Legal Dep't have now negotiated the transfer of the land. This Budget includes the £29k Budget underspend carried forward from 2005/06. Also subject to the Play Framework Contract referred to previously. A request will be made to carry forward the unspent budget to 2007/08
Section 106	Belbroughton - improving play facilities	40,000	20,000	(20,000)	Awaiting a bid to be prepared by the applicant. Upon commencement 50% will be payable which should be in this Financial year. The final 50% is payable on completion.
Section 106	Blackwell - Relocation of Play Area	40,000	0	(40,000)	Negotiations are underway with Worcestershire County Council over the use of their land for the play area. (St. Catherine's Rd). Still on going as at end of November. Commencement is pending the awarding of the Play Framework Contract which will be under European procurement regulations. A request will be made to carry forward the unspent budget to 2007/08
Section 106	Charford Section 106 Schemes	100,000	0	(100,000)	Discussions are underway with BDHT on the use of land at The MARC Centre for a potential play area site. Comment re the Play Framework Contract also applies. We were successful in bidding to obtain an additional £50k of funding on this scheme from The Youth Capital Works (administered by Worcestershire CC). As a result this will increase the total of the Capital scheme and further details will be reported in due course. Commencement is pending the awarding of the Play Framework Contract which will be under European procurement regulations. A request will be made to carry forward the unspent budget to 2007/08
Section 106	King George V Playing Fields - Floodlights for multi use games area.	30,000	0	(30,000)	A bid to add value to this scheme was prepared for an additional £30k of funding on this scheme from The Youth Capital Works (administered by Worcestershire CC) and granted in November. Further details will be reported in due course with work likely to commence in 2007. Commencement is pending the awarding of the Play Framework Contract which will be under European procurement regulations. A request will be made to carry forward the unspent budget to 2007/08
Section 106	Oakalls - New Play Area.	40,000	0	(40,000)	Commencement is pending the awarding of the Play Framework Contract which will be under European procurement regulations. A meeting is due to be held in December with Alex Haslam regarding the next stage of the process. This applies to all Play Framework Contracts. A request will be made to carry forward the budget to 2007/08
Section 106	Wythall Teenage Sports Facility Scheme	80,000	0	(80,000)	An evaluation of alternative sites is currently being undertaken. A request will be made to carry forward the budget to 2007/08
Section 106	Callowbrook Park (Rubery) Improvement Scheme	35,000	0	(35,000)	Commencement is pending the awarding of the Play Framework Contract which will be under European procurement regulations. A request will be made to carry forward the unspent budget to 2007/08
Capital Receipts	Replacement of Fleet Vehicles (Multi Lift Vehicles)	125,000	35,000	(90,000)	For the replacement of vehicle registrations P585 EOV & P584 EOV (stolen). A type of vehicle is currently on trial and the purchase is now expected in quarter 1 of 2007/08.
Capital Receipts	Skips for new 18 tonne Depot Multi Lift Vehicles	20,000	0	(20,000)	This is related to the above scheme. The type of skips required are dependent on the type of vehicle selected.
Section 106	4 Houses on garage sites(Grafton,Foxwalks)	96,000	77,000	(19,000)	Work has commenced on the Grafton site and is scheduled for completion in February 2007. Work has however not yet started on the Foxwalks site and completion of this part is now expected to be in 2007/08 and it will be necessary to carry the unspent budget forward to 2007/08. This scheme includes a £64k budget carry forward underspend from 2005/06.
Retained Housing Capital Receipts & S106	Grants to RSL's - Housing to Rent (New build)	115,000	96,000	(19,000)	Budget is intended to partially fund the schemes at Ryfield, Grafton & Barrington Road. Fully committed and schemes have commenced, however there will be an underspend in this year because the final tranche payments will be due in 2007/08.

Estimated Capital Budget Slippage into 2007/08

APPENDIX C

		REVISED CAPITAL BUDGET 2006/07	PROJECTED YEAR END EXPENDITURE	PROBABLE SLIPPAGE TO 2007/08	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
		£	£	£	
Funding	2006/07 Schemes				
Retained Housing Capital Receipts	Grants to RSL's - Shared Ownership (New Build/Do-it-Yourself)	22,000	4,000	(18,000)	The scheme was scheduled to commence in the 4th quarter of 2005/06 but did not. The £18k budget underspend from 2005/06 has been carried forward into 2006/07. Scheme started on site in November 2006 but there may be an over run into 2007/08 because of the complexities of the scheme.
Government Grants/ Capital Receipts	New park at Barnsley Hall (Funded from Government Liveability Fund & BDC)	217,000	0	(217,000)	The conveyance of land via Solicitors from English Partnerships has been completed. Postal consultation period completed with residents of Woodland Grange (see also Barnsley Hall Play Area scheme). Site meeting held 7/3/2006 with John Preston English Partnerships to overcome/agree their boundary/access concerns. Site specific Football Development Plan produced. Site meeting held 7/3/2006 with Football Association representatives to reaffirm support for the scheme with a view to gaining Football Foundation grant. Architect commissioned to design and cost up proposals for changing rooms. The conveyancing process for the land shall dictate the spending profile over 2006/07 or 2007/08. Assumed at this stage that completion will not be this year and a request will be made to carry forward the unspent budget into 2007/08.
Government Grants	Regeneration of two allotment sites (Funded from Government Liveability Fund £16k)	4,000	0	(4,000)	There were meetings with allotment tenants in July to agree the spending priorities to complete this scheme. This Budget includes £4k budget underspend from 2005/06 which has been carried forward to 2006/07.
Government Grant	Grant to BDHT to enable development of 17 Flats (Flavel Rd, Charford)	100,000	0	(100,000)	These schemes were only approved to be added to the budget in November and as a result there may be insufficient time for the schemes to be completed in this financial year.
Government Grant	Housing needs survey annual update	5,000	0	(5,000)	
Government Grant	Private Sector Housing Condition Survey update	10,000	0	(10,000)	
Government Grant	Grants to owners of Houses in Multiple Occupation (regulatory standard in Fire Precautions and Energy Efficiency)	30,000	10,000	(20,000)	
Government Grant	Choice Based Lettings Capital Implementation Cost	25,000	0	(25,000)	
Government Grant	Energy efficiency survey	5,000		(5,000)	
Government Grant	Energy efficiency Home Insulation Project	30,000		(30,000)	
	GRAND TOTALS	2,023,000	568,000	(1,455,000)	

Estimated Capital Budget Slippage into 2007/08 Already Approved by Executive Cabinet

Capital Receipts Ring Fenced for Low Cost	Grants to RSL's - Low Cost Housing	160,000	52,000	(108,000)	This is a new scheme which is being developed and the full budget will not be spent. On 1st November 2006 Executive Cabinet approved that the unspent resources be carried forward to 2007/08 to supplement next year's limited budget.
Capital Receipts Ring Fenced for Low Cost	Grants to RSL's - General	40,000	0	(40,000)	This is part of a 3 year rolling programme and a new scheme is currently being developed. As a result the full budget will not be spent in this financial year. On 1st November 2006 Executive Cabinet approved that the unspent resources be carried forward to 2007/08 to supplement next year's limited budget.
Retained Housing Capital Receipts & Section 106	Grants to RSL's - Housing for Rent	285,000	200,000	(85,000)	This is a new scheme which is being developed. There will be budget carry forward into 2007/08 depending on how the scheme develops. On 1st November 2006 Executive Cabinet approved that the unspent resources be carried forward to 2007/08 to supplement next year's limited budget.
		485,000	252,000	(233,000)	

Revenue / Capital Funding request 2006/07 – 2009/10

Purpose

The purpose of this document is to seek approval from CMT to develop a business case, including a detailed financial appraisal, which will form part of a formal request to Executive Cabinet for funding.

Prepared by: Claire Felton

Date:

Details of Proposed Capital/Revenue* Scheme

Title of Scheme:	Capital Cost	Revenue Cost First year	Ongoing revenue cost	Start Year:
Case Management System	£13,500	£2000	£2000	

* delete as appropriate

Definition

Briefly state what the project is and what it will deliver.

Provide a solution for managing legal case loads and increase capacity for operating shared service arrangements and 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.

The consequential risks to the Council arising from not implementing the requested project

Consequential risks:

Restricting capacity.
Inability to streamline service and effectively use time of professional officers.
Inability to meet e-government and e-conveyancing targets.
Potential loss of external customer due to capacity.

Council Objectives

How will the funds requested be used to help the Council achieve its Objectives (enter details for each relevant priority)?

1. Regeneration

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

Regeneration:

2. Environment

- Priority 4 – Clean Streets
- Priority 5 – Planning

Environment:

3. Sense of Community and Well Being

- Priority 6 – Community Activities
- Priority 7 – Community Influence

Sense of Community and Well Being:



4. Improvement

Priority 8 – Customer Satisfaction

Priority 9 – Reputation

Priority 10 – Performance Improvement

Improvement:

Develop SLA with largest SRL in the District.

Enable Council to bid for shared service.

More professional and e compliant service internally and externally.

More effective use of resources.

Revenue / Capital Funding request 2006/07 – 2009/10

Purpose

The purpose of this document is to seek approval from CMT to develop a business case, including a detailed financial appraisal, which will form part of a formal request to Executive Cabinet for funding.

Prepared by: Claire Felton – Interim Head of Legal & Democratic Services

Date: 10/11/06

Details of Proposed Scheme

Title of Scheme	Capital Cost £	Revenue Cost First year £	Ongoing Revenue Cost £	Start Year:
To make alterations to Council Buildings in compliance with DDA	150,000			2007

Definition

Briefly state what the project is and what it will deliver.

Enable the Council to deliver structural and other alterations to Council buildings over a 2 year period as required by DDA and following the review of accessibility by SCOPE.

YEAR 1- £150,000

YEAR 2- £150,000

The consequential risks to the Council arising from not implementing the requested project

Consequential risks:

Legal challenge and associated financial risks. Poor reputation for Council and inability to deliver services

1. Council Objectives

How will the funds requested be used to help the Council achieve its Objectives (enter details for each relevant priority)?

1. Regeneration

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

Regeneration:

None

2. Environment

- Priority 4 – Clean Streets
- Priority 5 – Planning

Environment:

3. Sense of Community and Well Being

- Priority 6 – Community Activities
- Priority 7 – Community Influence

Sense of Community and Well Being:

To ensure accessibility to all Council services in accordance with inclusive equalities scheme

4. Improvement

- Priority 8 – Customer Satisfaction
- Priority 9 – Reputation
- Priority 10 – Performance Improvement

Improvement:

Council reputation will suffer and failure to deliver equality and diversity targets.

Revenue / Capital Funding request 2006/07 – 2009/10

Purpose

The purpose of this document is to seek approval from CMT to develop a business case, including a detailed financial appraisal, which will form part of a formal request to Executive Cabinet for funding.

Prepared by: Deb Poole – Head of E-Government and Customer Services

Date: 10/11/06

Details of Proposed Capital Scheme

Title of Scheme	Capital Cost £	Revenue Cost First year £	Ongoing Revenue Cost £	Start Year:
Replacement of desktop print fleet at the Council House and Depot	74,500	6500	6500 pa	07

Definition

Briefly state what the project is and what it will deliver.

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 as preferred bidder based on commercial evaluation of the three (3) proposals submitted.

The consequential risks to the Council arising from not implementing the requested project

Consequential risks:

Do nothing (retain existing machines) - not cost effective, increased paper consumption, lack of control and reporting on print costs etc, poor print quality.

1. Council Objectives

How will the funds requested be used to help the Council achieve its Objectives (enter details for each relevant priority)?

1. Regeneration

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

Regeneration:

None

2. Environment

- Priority 4 – Clean Streets
- Priority 5 – Planning

Environment:

Significant paper usage reduction

3. Sense of Community and Well Being

- Priority 6 – Community Activities
- Priority 7 – Community Influence

Sense of Community and Well Being:

None

4. Improvement

- Priority 8 – Customer Satisfaction
- Priority 9 – Reputation
- Priority 10 – Performance Improvement

Improvement:

Better value for money – Council perceived to be prepared to challenge existing practices and arrangements to achieve cost, efficiency and paper (environmental) savings
Quality of printed output would be improved. This would help towards improving our customers perception of the Council.

Revenue / Capital Funding request 2006/07 – 2009/10

Purpose

The purpose of this document is to seek approval from CMT to develop a business case, including a detailed financial appraisal, which will form part of a formal request to Executive Cabinet for funding.

Prepared by: Deb Poole – Head of E-Government and Customer Services

Date: 10/11/06

Details of Proposed Capital Scheme

Title of Scheme	Capital Cost £	Revenue Cost First year £	Ongoing Revenue Cost £	Start Year:
Provision of a Queue Management system at the CSC	30,000	5,000	5,000 pa	07

Definition

Briefly state what the project is and what it will deliver.

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.

The consequential risks to the Council arising from not implementing the requested project

Consequential risks:

Queue management in the CSC would continue to be handled in an adhoc manner. Customers are frequently unsure where they should go or who they should talk to when they walk into the centre. This confusion does not improve the customers experience or perception of the Council.

1. Council Objectives

How will the funds requested be used to help the Council achieve its Objectives (enter details for each relevant priority)?

1. Regeneration

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

Regeneration:

None

2. Environment

- Priority 4 – Clean Streets
- Priority 5 – Planning

Environment:

None

3. Sense of Community and Well Being

- Priority 6 – Community Activities
- Priority 7 – Community Influence

Sense of Community and Well Being:

None

4. Improvement

- Priority 8 – Customer Satisfaction
- Priority 9 – Reputation
- Priority 10 – Performance Improvement

Improvement:

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

The 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.

Revenue / Capital Funding request 2007/08 - 2009/10

Purpose

The purpose of this document is to seek approval from CMT to develop a business case, including a detailed financial appraisal, which will form part of a formal request to Executive Cabinet for funding.

Prepared by: Hugh Bennett

Date: 16 November 2006

Details of Proposed Capital/Revenue* Scheme

Title of Scheme:	Capital Cost £	Revenue Cost First year £	Ongoing revenue cost £	Start Year:
Customer Feedback System (Complaints)	20000	2000	2000	2007/08

* delete as appropriate

Definition

Briefly state what the project is and what it will deliver.

As per Cabinet report (December 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 for 2006/07, so we could assume that there are over 1,000 complaints coming in annually. The purchase of such a system is consistent with our Improvement Plan and the Customer First Strategy.

The consequential risks to the Council arising from not implementing the requested project

Consequential risks:

The introduction of a manual system which will not enable an easy way to track, monitor and respond complaints with the Council.

Council Objectives

How will the funds requested be used to help the Council achieve its Objectives (enter details for each relevant priority)?

1. Regeneration

Priority 1 – Town Centre

Priority 2 – Longbridge

Priority 3 – Housing

Regeneration:

Ensure that complaints are managed and dealt with properly.

2. Environment

Priority 4 – Clean Streets

Priority 5 – Planning

Environment:

Ensure that complaints are managed and dealt with properly.

3. Sense of Community and Well Being

Priority 6 – Community Activities

Priority 7 – Community Influence

Sense of Community and Well Being:

Ensure that complaints are managed and dealt with properly.

4. Improvement

Priority 8 – Customer Satisfaction

Priority 9 – Reputation

Priority 10 – Performance Improvement

Improvement:

This is a specific approved action with the Improvement Plan.

Revenue / Capital Funding request 2006/07 – 2009/10

Purpose

The purpose of this document is to seek approval from CMT to develop a business case, including a detailed financial appraisal, which will form part of a formal request to Executive Cabinet for funding.

Prepared by: Michael Bell
Date: 14th November 2006

Details of Proposed Capital* Scheme

Title of Scheme:	Capital Cost £	Revenue Cost First year £	Ongoing revenue cost £	Start Year:
Vehicle Replacement Programme	£887,500			2007/08

* delete as appropriate

Definition

Briefly state what the project is and what it will deliver.

To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.

Capital Year 1: £887,500	Capital Year 6: £303,500
Capital Year 2: £303,500	Capital Year 7: £882,000
Capital Year 3: £514,500	Capital Year 8: £189,000
Capital Year 4: £86,000	Capital Year 9: £73,000
Capital Year 5: £1,691,500	Capital Year 10: £19,500

The consequential risks to the Council arising from not implementing the requested project

Consequential risks:

Reduction in service provision due to reliability of equipment with potential for complete service failure.

Council Objectives

How will the funds requested be used to help the Council achieve its Objectives (enter details for each relevant priority)?

1. Regeneration

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

Regeneration:

- 1. To provide a cleaner and more attractive town centre

2. Environment

- Priority 4 – Clean Streets
- Priority 5 – Planning

Environment:

- 4. To provide a cleaner and more attractive District and to reduce the environmental impact of old and polluting vehicles

3. Sense of Community and Well Being

- Priority 6 – Community Activities
- Priority 7 – Community Influence

Sense of Community and Well Being:

4. Improvement

- Priority 8 – Customer Satisfaction
- Priority 9 – Reputation
- Priority 10 – Performance Improvement

Improvement:

8. To provide a reliable and consistent service for all residents.
9. To ensure the services continue to improve in line with BVPI's

Capital Funding request 2006/07 – 2009/10

Purpose

The purpose of this document is to seek approval from CMT to develop a business case, including a detailed financial appraisal, which will form part of a formal request to Executive Cabinet for funding.

Prepared by:	A.M. Coel – Strategic Housing Manager
Date:	10.11.2006

Details of Proposed Capital Scheme

Title of Scheme:	Capital Cost	Revenue Cost First year	Ongoing revenue cost	Start Year:
Grants to RSL's – Affordable Housing Rented Schemes.	£250,000 <small>Funded from Sect 106 receipts</small>	£Nil	£N/A	07/08

* delete as appropriate

Definition

Briefly state what the project is and what it will deliver.

Grants to RSL's to support and subsidize the provision of Affordable Housing Development in the form of rented tenure.

The consequential risks to the Council arising from not implementing the requested project

Consequential risks:

- More limited progress in meeting the annual target (80) for the provision of additional units of affordable housing.
- Less support to RSL's
- Less choice for those seeking affordable housing solutions.
- Lost opportunities – small amounts of LA grant can sometimes be key to accessing Housing Corp Grant.

1. Council Objectives

How will the funds requested be used to help the Council achieve its Objectives (enter details for each relevant priority)?

1. Regeneration

Priority 1 – Town Centre

Priority 2 – Longbridge

Priority 3 – Housing

Regeneration:

Priority 3 – Housing

- Assisting in 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.

2. Environment

Priority 4 – Clean Streets

Priority 5 – Planning

Environment:

Priority 5 – Planning

Helping towards a more balanced Housing Market

3. Sense of Community and Well Being

Priority 6 – Community Activities

Priority 7 – Community Influence

Sense of Community and Well Being:

Enabling mixed tenure housing offering choice in where people live, which in turn promotes more sustainable communities.

Housing and Health issues

4. Improvement

Priority 8 – Customer Satisfaction

Priority 9 – Reputation

Priority 10 – Performance Improvement

Improvement:

Priority 10 – Performance Improvement

- Improving performance against targets to provide more affordable housing – target 80 pa.
- Improved customer choice and satisfaction.

Capital Funding request 2006/07 – 2009/10

Purpose

The purpose of this document is to seek approval from CMT to develop a business case, including a detailed financial appraisal, which will form part of a formal request to Executive Cabinet for funding.

Prepared by: A.M. Coel – Strategic Housing Manager
Date: 10.11.2006

Details of Proposed Capital Scheme

Title of Scheme:	Capital Cost	Revenue Cost First year	Ongoing revenue cost	Start Year:
Grants to RSL's – Shared Ownership and Low Cost Affordable Housing Schemes	21,500	£Nil	£N/A	07/08
	Funded from Ring Fenced and Transitional (otherwise pooled) receipts.			

* *delete as appropriate*

Definition

Briefly state what the project is and what it will deliver.

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.

The consequential risks to the Council arising from not implementing the requested project

Consequential risks:

- More limited progress in meeting the annual target (80) for the provision of additional units of affordable housing.
- Less support to RSL's

- Less choice for those seeking affordable housing solutions.
- Lost opportunities – small amounts of LA grant can sometimes be key to accessing Housing Corp Grant.

1. Council Objectives

How will the funds requested be used to help the Council achieve its Objectives (enter details for each relevant priority)?

1. Regeneration

Priority 1 – Town Centre

Priority 2 – Longbridge

Priority 3 – Housing

Regeneration:

Priority 3 – Housing

- Assisting in 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.

2. Environment

Priority 4 – Clean Streets

Priority 5 – Planning

Environment:

Priority 5 – Planning

- Helping towards a more balanced Housing Market

3. Sense of Community and Well Being

Priority 6 – Community Activities

Priority 7 – Community Influence

Sense of Community and Well Being:

Enabling mixed tenure housing offering choice in where people live, which in turn promotes more sustainable communities.

Housing and Health issues

4. Improvement

Priority 8 – Customer Satisfaction

Priority 9 – Reputation

Priority 10 – Performance Improvement

Improvement:

Priority 10 – Performance Improvement

- Improving performance against targets to provide more affordable housing – target 80 pa.
- Improved customer choice and satisfaction.

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

3rd January 2007

Value for Money Strategy

Responsible Portfolio Holder	Councillor Mrs Margaret Taylor
Responsible Head of Service	Head of Financial Services

1. SUMMARY

1.1 The attached Value for Money strategy (Appendix 1) sets out how the Council intends to improve Value for Money in the delivery of its services. The strategy document includes the following:

- Establishment of key Value for Money principles which the Council is committed to pursue
- Ensuring that Value for Money initiatives are in line with the Council's vision, objectives and priorities
- Embedding of Value for Money within the existing service and budget planning processes
- Description of how the Council will deliver better Value for Money through specific Value for Money projects (this includes Departmental, Authority wide and partnership projects)
- Role of members and officers in delivering better Value for Money

1.2 The strategy also includes the timetable for approval of the strategy and when Value for Money will be considered as part of the budget setting and service planning process. A practical Value for Money Action Plan also sets out how Service Heads must assess their achievement of Value for Money against six objective criteria, rank their service's overall achievement of Value for Money and set Value for Money targets for the next three years.

2. RECOMMENDATION

It is recommended that the Executive Cabinet approve the Value for Money strategy.

3. BACKGROUND

- 3.1 The Council currently has a score of 1 for Value for Money as part of its Use of Resources Assessment completed in 2005. In order to move the Council's score upwards, which will contribute to a higher score in the CPA assessment, the Council needs to develop a Value for Money strategy, embed this strategy within the Council and ensure that Value for Money is at the heart of all service delivery. Appendix 2 is an extract of the Audit Commission guidelines in relation to improvements in Value for Money.
- 3.2 The Council has already undertaken a self-assessment which was completed in September 2006. Feedback from the Council's auditors suggests that the embedding of the strategy is key to improving the Council's ability to demonstrate Value for Money. The Council has also taken a number of new steps demonstrating its commitment to improving Value for Money:
- Delivered three Value for Money training sessions for managers and one session will be provided for Members
 - Held one-to-one meetings between Heads of Service and the Value for Money adviser
 - Prioritised areas for budget reductions in line with best Value for Money practice
 - Set up a Value for Money advisory Group involving members and senior officers to promote Value for Money throughout the Authority

4. FINANCIAL IMPLICATIONS

- 4.1 There are no additional resource implications.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications.

6. CORPORATE OBJECTIVES

- 6.1 The Value for Money strategy is designed to help the Council achieve its key objectives and priorities.

7. RISK MANAGEMENT

- 7.1 There are no risk management issues.

8. CUSTOMER IMPLICATIONS

8.1 The Value for Money strategy aims to focus managers' attention on delivering better customer services and to demonstrate value for money.

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	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	Yes

11. APPENDICES

Appendix 1 Value for Money Strategy

12. BACKGROUND PAPERS

None

CONTACT OFFICER

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Tel: 01527 881207

VFM Strategy

1. Definition of Value for Money

- 1.1 At Bromsgrove District Council providing excellent Value for Money is defined as providing the right balance between cost and performance for each service, where right is defined as what our customers want as represented by their Councillors.
- 1.2 Value for Money is not about cutting costs; both costs and performance need to be taken into account in assessing the level of Value for Money provided by a service. To determine whether they are delivering Value for Money, managers need to know how well they are doing in terms of both cost and performance.

2. VFM Principles

- 2.1 The Council will work to establish the following Value for Money principles in the way in which it delivers Value for Money as part of its operations. The key processes through which these principles will be delivered are described in this strategy document. Some of these principles are embedded to a lesser or greater degree within the organisation; others will need to be established.
 - 2.2 Departments must develop a vision of what services they will deliver and what the services will look like. This is already included as a key part of the Service Business Planning process. Once the vision has been established and translated into practical activities, **all** resources must be directed into achieving that vision. If any activity is only partly aimed at achieving the overall vision, the resources must be redirected to other activities. The responsibility for developing and implementing this vision must be that of the Head of Department.
1. Departments must take care to investigate and understand customers' expectations and priorities and reallocate resources to satisfy them. This is key to making sure that resources are allocated according to the Council's overall priorities.
 2. Departments must act commercially in delivering services. Public sector managers act commercially when they use and procure resources (such as staff, equipment, available funds) efficiently and those resources are solely used for achieving the overall vision of the service.
 3. As well as establishing Value for Money principles within their service on a day-to-day basis, Departments must look to develop specific VFM projects aimed at generating efficiency gains and/or service improvements. The criteria for selecting these projects will focus on areas of above average cost and/or below average performance.

4. The Business Service Plans must include VFM targets and be linked to the achievement of efficiency gains to be included in the budget. At the same time they have to deliver longer-term efficiency gains to be included in the Medium Term Financial Plan. For some services VFM targets will be relatively easy to quantify and measure. For others (e.g. planning) the achievement of a set of performance goals may constitute the achievement of Value for Money.
5. Where service Departments are proposing efficiencies, they must consult with central Departments that possess the expertise to deal with particular issues that may arise, for example in the fields of legal services, finance, ICT and Human Resources. For example, most efficiency proposals will have some HR implications for staff and the Council and may require consultation with the trade unions.
6. Departments need to monitor on a regular basis how well they are achieving the cost and performance targets. This will require the ability to access data on demand and immediately rather than at the end of a quarter or a month. Managers must hold regular meetings which concentrate on up-to-date assessments of performance and plan action to be implemented as soon as possible to improve performance.
7. The large ICT projects such as the Spatial Project have the capability of delivering significant efficiencies but these efficiencies can only be maximised if the user departments plan at an early stage how they are going to use the new technological capabilities to provide measurably better customer services and/or deliver cost savings. The Departments also need to consider (and include in their service plans) how the new technologies will enable them to transform the way in which they do business and enable them to reallocate resources from traditional activities to new ways of working.
8. The Corporate Management Team (CMT) needs to consider on a regular basis examples of where Authority wide projects (i.e. those affecting more than one or indeed all Departments) need to be implemented in order to deliver efficiency gains. This might include initiatives to improve sickness absence rates across the Authority or procurements affecting one or more Departments. The CMT also needs to consider whether it can demonstrate that Value for Money is being delivered. This might involve considering the outsourcing of particular services such as leisure and refuse collection.
9. The Authority will continue to use partnerships with the public, private and voluntary sector to generate efficiencies. This is already being done through initiatives such as joint working on procurement with other councils.
10. The Authority needs to monitor Value for Money proposals to ensure they are fully implemented and the benefits realised. The Authority can use its project management framework for this and the Finance team can record efficiency gains made in the Annual Efficiency Statement.
11. Members can play an important and proactive role in encouraging for Value for Money throughout the Authority. The Value for Money Group must form a key part in this process.

3. Strategic Context

3.1 Much of the framework for delivering better Value for Money is contained as part of the Performance Management Framework. This seeks to create explicit links between the Community Plan, the Council Plan, Service Business Plans and Team/Individual Plans which are the key mechanisms for delivering better performance within the resources available to the Council. By including explicit VFM objectives and plans as part of the Service Planning process the Council will be able to ensure that delivering VFM becomes part of the culture of delivering better services rather than an add-on or a matter of just satisfying the requirements of the Gershon targets.

The Council's vision has been defined as:

“Working together to build a District people are proud to live and work in, through community leadership and excellent services.”

3.2 There are four council objectives which will fulfil this vision and a number of priorities within those objectives that the Council aims to achieve.

Council Objectives and Priorities

Council Objective 01: Regeneration	1. Town Centre
	2. Longbridge
	3. Housing
Council Objective 02: Environment	4. Clean District
	5. Planning
Council Objective 03: Sense of community and well being	6. Community Influence
	7. Community Events
Council Objective 04: Improvement	8. Customer Service
	9. Reputation
	10. Performance

3.3 The Value for Money strategy is designed to help the Council achieve these objectives. It concentrates on setting out practical ways in which Members and officers can regularly monitor and improve Value for Money year by year. For Bromsgrove, Value for Money can be broadly defined as follows; it must

- deliver the key Corporate Objectives and the vision for the service
- use the appropriate level of resources and avoid the waste of resources
- maximise the quality and quantity of service delivery

In a nutshell, Value for Money is delivering excellent customer services within the available resource constraints.

3.4 As part of the Service Business Planning process Departments must define an overall vision for the service they are delivering and how the

elements which make up their service fit into that vision. This is vital before deciding whether the service is providing value for money since even if the service is provided cost-effectively and achieves its targets it cannot be delivering value for money if it is delivering the wrong service, one that the customer does not value or does not deliver the Authority's vision of the service. Unless the service is delivering on the Council's vision, policies and objectives it is never delivering value for money.

- 3.5 When completing their annual Service Business Plans, Departments must show how they are contributing to the achieving of a number of the Council's objectives and priorities. Service Heads must show explicitly the links between their actions, the resources they manage and the achievement of Council priorities and objectives.
- 3.6 Managers need to ensure that the subsidiary objectives which they are working to achieve are firstly in line with the corporate objectives and secondly aimed at providing excellent customer service. They will also need to prioritise their own objectives in order to determine which projects or programmes are rated highest and therefore preferred where it is not possible to implement all potential programmes or activities. The subsidiary objectives must, wherever possible, be expressed in terms that are measurable whether in terms of unit cost or of performance indicators. This is particularly important in situations where limited resources mean that expenditure options need to be evaluated and ranked before being given the go ahead.
- 3.7 Managers also need to ensure that the objectives of their staff reflect the objectives of the service. The development of the appraisal process and the scoring methodology proposed will enable managers to see how well staff are performing according to an objective scale, which is to some extent an indicator of value for money.
- 3.8 Value for Money must primarily be about delivering excellent services to the customer. Reducing cost is not necessarily good Value for Money whereas delivering excellent services that are valued by the customer for reasonable cost is always good Value for Money.
- 3.9 Value for Money at Bromsgrove must also be about Members and officers taking long-term, strategic decisions about the direction in which the Council will go. Value for Money must not be something that is done to officers and leads to an overall decline in the quality of services; it must be something that managers lead on as part of the process of strategically aligning the services with the corporate objectives and delivering better overall customer service.
- 3.10 It is essential that managers look to enhance their commercial expertise in delivering their services. Whilst it is true that all the services delivered are not strictly speaking commercial, the methods of procuring and delivering services must be according to best commercial practice whether through procurement negotiation, analysing the appropriate level of unit costs necessary to deliver the service or taking decisions to reallocate resources in order to deliver services more closely aligned with the vision for the service.

- 3.11 This Strategy envisages that Value for Money will be delivered through the key processes described in the remainder of this paper:

4. Medium Term Financial Strategy and Service Planning

4.1 Medium Term Financial Strategy

As an initial step service managers have to identify the key unit cost and performance information which indicates how effectively they are delivering services. The indicators must be high level and in terms of performance directly refer to providing value for customers. Here are some examples of key high level unit cost and performance data that might be used:

- Cost per head of population (universal services such as waste collection, street cleansing)
- Cost per user/visitor (this could be used for museum or leisure centres)
- Cost per unit (e.g. ton of waste recycled, waste collected, benefits claims processed)
- Speed and accuracy of work undertaken (e.g. planning applications, benefits processing)
- Condition of streets/environmental cleanliness
- Speed and effectiveness with which customers' enquiries/complaints are dealt with (e.g. reports of abandoned vehicles/graffiti)

- 4.2 Each service manager must be able to demonstrate how well his or her service is performing with regard to both unit cost and data showing levels of performance. This information will part of a VFM Action Plan to be completed annually (see attached document).

- 4.3 Each year at the time the budget is prepared, Financial Liaison Officers will meet on a one-to-one basis with each Head of Service in order to formulate the key cost and performance measures against which each service will measure its achievement of value for money. These will be reported to CMT on a monthly basis during the subsequent year. More details are shown in the Value for Money Action Plan shown in Appendix 2.

- 4.4 In putting together their figures for the Medium Term Financial Plan, the service Departments need to examine any areas where they consider they are not creating good value and decide how much they could reallocate and use to promote services more valued by the customer. They must then use their customer focus and strategic priorities to decide how to redistribute any resources that do not add value. If all Departments adopted this strategic approach to long-term financial and service planning, the Medium Term Financial Plan would then reflect the strategic direction that the Council intended to take.

- 4.5 Each Department must examine past cost and performance information and benchmark the data with other Councils where possible to determine the areas of high and low cost and performance. This must not be done slavishly – i.e. just because a Department’s performance compares favourably with other Councils does not mean that there is not room for improvement; similarly there may be room for cost improvement even if the Department’s costs are comparatively low. But the VFM profiles and similar unit cost data and performance indicators nevertheless provide a good initial snapshot of the Value for Money of the service.
- 4.6 It is essential that Departments also examine their services (and potentially aspects of those services) to determine into which of the following quadrants they belong:

Under-servicing Where the Council doesn’t do what is valued by its’ customers	Right-servicing Where the Council is providing a good service and that service is valued by customers
Irritants What annoys customers and where the Council does not perform well	Over-servicing Where the Council provides excellent services

4.7 The Medium Term Financial Plan reflects any shifts the Departments need to make in order to satisfy the expectation of their customers as shown in this model and in order to improve the areas of high and low cost and performance. The Departments must record in their submissions the efficiency gains they intend to make over five years and the action plan they intend to put in place to deliver the service benefits.

4.8 The Departments must also include in their submissions regarding capital projects how the capital expenditure will demonstrate value for money both in terms of cost and performance.

4.9 There are three key strands to Departments’ financial plans (both for the Medium Term Financial Plan and for next year’s budget):

- Customer care
- Benchmarking
- Ensuring spending adds value

4.9.1 Customer Care

4.9.1.1 Departments must ensure that they can demonstrate that they are satisfying customers’ expectations and priorities. This could be through surveys or focus groups but more importantly through regular informal assessment of what customers think of the services provided (obtaining feedback from Members on what their wards think of services could be useful). Where Departments are either supplying services which are

not valued or not delivering services that would be valued, Departments need to deliver services that are not just valued but also meet their customers' priorities.

- 4.9.1.2 Listening to the customer does not mean just conducting a one-off piece of research or employing annual surveys to give a percentage satisfaction score. It also means profiling different customer groups, understanding their needs and expectations and their direct "customer experience". This basic analysis forms the reference point for all of the Departments' activities and provides the data to improve the process of service delivery, to generate new solutions to existing customer problems and to identify activities (and resources) that do not add value to the customer.
- 4.9.1.3 The information provided by the customers may sometimes conflict with established policies. In these circumstances the views of customers can influence the development of the council's strategic and financial framework. Both Members and officers must be willing to stop what they are currently doing and do something different. However, this does not mean that they must address the customers' issues without reference to resource constraints. But it will enable them to make informed choices based on full knowledge of customer needs and their issues.
- 4.9.1.4 The research which Departments need to undertake must be subtle enough to engage with customers about the likely trade-offs between the ideal customer "offer" and what could be afforded under the likely available resources **and** the hierarchy of priorities that customers want. If they just ask what customers feel is important or how well they think particular services are performing, they are unlikely to get a well-rounded assessment of what customers want.

4.9.2 Benchmarking

- 4.9.2.1 Departments must benchmark drivers of cost and value against set KPIs but also compare their service with other authorities. This is not just so that Departments know how their own costs and performance compare with others but also so that they can borrow from good ideas and practice which have been implemented by other authorities. The Council needs to routinely benchmark **all** its' services in a consistent and robust manner and report to members routinely on performance.
- 4.9.2.2 It is often said that benchmarking is expensive and time-consuming if done properly and that managers can't afford the time or money. It is viewed as an add-on and so subscriptions to benchmarking clubs are one of the first things to go in the event of budget cuts being required. However, organisations and Departments which do not keep up with the best practice that is going on outside will inevitably lose ground with the best-performing organisations and eventually more money will be wasted in trying to catch up with others later.
- 4.9.2.3 Whilst "token" benchmarking (where information is collected, recorded and not acted upon) is an expensive waste of money, proper analysis of how other service providers carry out similar services is an integral

part of managing those services. It can also provide insights into delivering improved services, although the focus must always be on the actual condition of the service which may differ from other organisations. Moreover, obtaining statistics and information about other processes is only half the story; managers need to act upon the information required in order to deliver improvements.

4.9.2.4 This strategy recommends that managers find out about what other managers do differently, particularly in other Authorities where unit costs are lower and/or performance higher. Managers must also use key main public sector data sets where these are available for their service, such as those provided by APSE or CIPFA. They must also consider the potential for benchmarking processes or costs with third party organisations, for example in the private or voluntary sectors.

4.9.3 Ensuring spend adds value

4.9.3.1 The Authority must avoid salami slicing their budgets even where there is a budget crisis. It is likely that it will be impossible to predict how such random cuts will affect service delivery without evidence or understanding of the strengths and weaknesses of delivering the service.

4.9.3.2 Instead managers will evaluate the value chain for each service in order to understand the drivers of cost and value. Analysing the value chain (the end-to-end set of activities and resources that contribute to service delivery) for each relevant service area- enables managers to know how and where each staff member contributes to delivering efficient, customer-focused services.

4.9.3.3 Managers must also examine their services to identify any of the Council's expenditure that does not create direct (or indirect) value for their customers. Examples include activities that have happened because they have always happened rather than because they add any value to the customer. By examining activities in this way managers can evaluate them and the resources required to service them and determine how they contribute to meeting priorities and customer expectations.

4.9.3.4 By understanding the value chain, Departments, CMT and Members will also be able to redistribute money from areas that are over-served, or that are not core to the service, and so improve both financial and service efficiencies without endangering the quality of service.

5. Service Delivery and Financial Planning

5.1 The Authority needs to ensure that

- There is an alignment between service and financial planning
- In particular there must be an alignment between the corporate plan and the medium term financial plan
- Departments need to buy into the strategic vision at a departmental level and fit the vision with their working practices

- The Local Strategic Plan captures the voice of the customer adequately
- 5.2 There will often be occasions when the Council needs to evaluate options to make short-term adjustments to balance the books. This can often lead to short-term decision-making with poor results. For example, authorities may make a short-term gain but may find, if they do not consider the long-term impact of the decisions, that this may endanger established corporate and service priorities.
- 5.3 The Authority needs to align their corporate plan and medium term financial strategy with the expectations and wishes of their customers. This means that finding out what customers want becomes integral to what service providers do – and not an add-on or relying just on routine surveys every year or two.

6. Regular Performance Assessments

- 6.1 Managers need to assess regularly how well they are doing against cost and performance targets. Whilst this is already done to some degree in Bromsgrove, the Council needs to get to a situation where managers are able to access cost and performance data immediately and in real time. This will then enable them to review progress against targets on a regular basis. The Council needs to move towards a position where managers are analysing real time data rather than data which is out-of-date. These performance assessments must be carried out on at least a monthly basis, although if the information is available easily and without requiring any extra work or resources, such monitoring could easily occur more regularly.
- 6.2 Currently performance data is reviewed by Members formally at Cabinet 2 months after the period end; however, the information is released to portfolio holders one month after the period end, after consideration by DMTs and CMT. The Improvement Director has agreed this timetable with the Lead Official and it is considered appropriate practice, striking a balance between allowing officers sufficient space to manage performance and early release to Members. The Performance Management Board also scrutinising performance data and reports its findings to Cabinet.

7. VFM Projects

- 7.1 The inclusion of Value for Money in Financial Strategy and Service Planning must be undertaken as a matter of course by Departments. However, in circumstances where Departments need to make a significant step change in order to improve performance or generate cost savings, they develop VFM projects designed for that purpose. Project outlines must be developed by Departments (there is no need for a long draft, six pages will do) and submitted to CMT who would have the responsibility of approving the outlines.
- 7.2 The VFM projects must aim to deliver measurable financial savings and/or service improvements and the projects will normally be funded from within their own resources unless the project would affect more

than one Department or there is specific funding available (e.g. from the West Midlands Centre for Excellence or local or central Government bodies). Responsibility for bringing forward VFM projects for consideration by CMT must rest with the Heads of Service.

7.3 Each Department must aim to complete at least one project per year (larger Departments might have more than one). The completion of the outlines will normally be undertaken at the time that budgets and service plans are being prepared although there is no reason to delay a project if it is developed in-year. These projects will not just concentrate on delivering savings but also stress the need to deliver improved customer service.

7.4 The project outlines must include the following information:

- Statement of why the subject was picked as a VFM project
- Summary of Key Costs/Performance Data (compared to other Councils where possible)
- Description/data regarding customers' attitudes to the service
- Description of how service is currently delivered (taking account of such matters as staff structure, accommodation, ICT, customer service issues, HR implications, any factors which impact on service delivery costs/performance)
- Consideration of options for change (this could involve matters such as alternative procurement methods such as outsourcing or partnership working with other Authorities)
- Statement of areas to focus on to deliver efficiency savings/better performance
- Resources required to implement the VFM project
- Timetable and Action Plan
- Targets to be achieved following completion of VFM project

8. Key Criteria for choosing a project

8.1 The key criteria for choosing an area as a project are as follows:

- A service area that is above average or high cost
- A service area that is below average or poor performing
- An area where customers expect high performance but are not receiving it
- A service area that does not fully contribute to the Authority's vision of the service

9. Examples of Projects

9.1 Departments might consider a number of topics for VFM projects. These could range from small-scale procurement initiatives to strategic changes to the way services are delivered. A number of brief examples are included below (these are only examples and their inclusion does not apply approval of these courses of action):

- Shared Services – Managers could consider the scope for gaining benefits from negotiating shared services arrangements for the delivery of services
- Service delivery arrangements – there might be advantages in investigating different arrangements for the delivery of services, for example a trust to deliver leisure services or outsourcing to a private provider of waste services
- Assessment of benefits to individual services of Authority wide initiatives. It is important that service managers estimate the cost and performance benefits of Authority wide projects such as the Spatial Business Case project. By assessing the benefits to individual services of such projects, the Authority as a whole will be able to gain a clear idea of the overall benefits
- Procurement – Managers must use the expertise available in the Council to maximise benefits from individual procurement exercises. In addition, managers need to ensure that their staff do not indulge in maverick spending
- Departments need to move towards obtaining good information on unit costs and how much their individual activities cost. This means adopting some form of activity based costing system which in turn will mean instituting some form of time recording system. It is probably better for the Authority to do this collectively rather than individual Departments set up their own systems
- Obtaining of external funding – whilst the obtaining of external funding does not of itself demonstrate value for money, the winning of external funding does enable projects to be put in place which will improve the Authority's performance.

10. Undertaking the project

10.1 There is no one blueprint for undertaking a VFM project, although one would expect basic principles of project management to be followed and there to be a project manager who would be allowed time dedicated to undertake the project. It is likely that there would be two main stages to the project: an initial stage which would result in recommendations and a plan for implementation **and** an implementation stage which would result in the improvement in value for money.

10.2 The Authority has a project management methodology and it would be proper for that methodology to form the basis of most projects. One would expect for each major element of the project there to be an action plan which would contain the following elements:

- A scope for the work
- A likely methodology
- A statement of who is to carry out the work
- A statement of inputs (e.g. staff hours)
- A target completion date
- A statement of the potential efficiency gains and/or service improvements to the customer that might result if the project's recommendations were implemented in full (this would likely be a range of benefits at the outset of the project)

10.3 Once the objectives, scope and timetable of the project has been authorised, the progress on the project must be reported regularly to CMT and Members. Any slippages from agreed milestones must be reported. Once the first stage of the report has been completed and recommendations agreed, the project proceeds to the implementation stage. All savings and service improvements resulting from implementation of the VFM project plan must be recorded, reported to CMT and Members and, appropriately evidenced, recorded in the Annual Efficiency Statements.

11. Lessons learned

11.1 Those officers who successfully complete and implement a VFM project will have obtained great expertise in the skills of undertaking such projects. Such expertise must not be lost to the Council which must ensure that they have the opportunity to disseminate their expertise, either through undertaking a new project or through acting as a mentor on other projects.

11.2 In addition, the lessons learned on each project must also be considered by CMT and Members following the project's completion. The key lessons learned must be communicated to those undertaking future VFM projects and officers must indicate how they will address the lessons learned in undertaking those projects.

12. Authority wide projects

- 12.1 Authority wide projects have the potential to deliver significant improvements in customer service and financial efficiency. Examples that are already being implemented or developed in Bromsgrove include:
- The Customer First Strategy
 - The Spatial Project Business Case
 - The ICT Infrastructure Business Case
- 12.2 Because these projects affect the delivery of all services, it is clear that they are capable of producing much improved performance across the Authority. Ideas can be generated in a number of ways. For example,
- Senior Managers can make a number of suggestions for potential Authority wide initiatives because they are often in a position to note issues which affect more than one Department. They can also research what Authority wide initiatives are being undertaken in other Authorities or in other organisations either in the public or private sector.
 - Members are in a similar position to senior managers in that they often can find common issues across Departments which are best tackled collectively rather than independently. They are also in a position to know what kind of common issues affect their residents across a range of services.
 - All Departments have some issues (such as procurement or sickness absence) which are best dealt with across the organisation. This means that efficiency gains and savings can be measured on a common basis and are counted comprehensively for the purpose of recording them, for example, in the Annual Efficiency Statements.
- 12.3 One potential project area which is likely to affect all Departments is land use and asset management. There is value in assessing how efficient the Authority's use of land and buildings is and whether a strategic change to the way the Authority uses land and buildings could bring benefits. This could be done by disposing of surplus land and buildings, promoting energy efficiency or by moving out of inefficient buildings into more efficient ones (and realising cash from the disposal). Any decisions taken need to be long-term and strategic and need to bring operational and financial efficiencies. The asset management strategy must look at these issues in order to deliver best value for money for the Authority.
- 12.4 Projects need to be delivered with a rigorous project plan and a project Board comprising members from all Departments so that there is widespread support of the project. CMT is the natural forum for monitoring progress on projects and Members will also need to be involved because the impact of the project will affect all parts of the Council's work.
- 12.5 Large ICT projects such as the Spatial Business Project also have the capability of delivering significant efficiencies but these efficiencies can

only be maximised if the user departments plan at an early stage how they are going to use the new technological capabilities to provide measurably better customer services and/or deliver cost savings. The Departments also need to consider (and include objectives and targets in their service plans) how the new technologies will enable them to transform the way in which they do business and enable them to reallocate resources from traditional activities to new ways of working.

- 12.6 The Authority needs also to consider whether it has carried out sufficient business process re-engineering of its processes. Put simply, this means moving resources from the back to the front office so that more staff are delivering services directly to the customer rather than processing paper in the back office. This is not a panacea but it can lead to efficiencies if outdated or unwanted processes are eliminated. It may be also that by improving the efficiency of customer-facing services that pressure on the customer services centre can be alleviated because fewer customers find the need to contact the customer services centre because they did not receive good service in the first place.
- 12.7 If efficiencies are delivered (and particularly if a number of services are outsourced) the Authority needs to consider the appropriateness of the size of the core support services that remain. This is because the staffing (and potentially accommodation and other resources) required to deliver a suite of services provided wholly in-house is different from a situation where a number of services have been outsourced.

13. Partnership Projects

13.1 The Council can make a lot of improvement on its own; but in order to maximise the opportunity for generating efficiency gains it needs to work with others. This will include not just other local authorities but also the police, the fire brigade, the health service and the community, voluntary and private sectors.

13.2 It makes sense if this process is led and co-ordinated by Senior Management and Members because it is important that partnerships are planned strategically rather than haphazardly. Indeed the Council is already working on a significant partnership with Worcestershire County Council and the other Worcestershire districts. However, Departments also need to develop partnership working in order to deliver efficiency gains. The Council will need to develop a number of further partnership projects with other organisations. These types of partnerships might include

- **The Local Strategic Partnerships (LSP)**

- The LSP aims to bring together at a local level the different parts of the public, private, community and voluntary sectors can develop the capacity to produce efficiency gains for all partners and provide measurable benefits for their communities. A combination of organisations and the community, working co-operatively as part of the LSP will have a far greater chance of success in delivering sustainable economic, social and physical regeneration, or improved public services, that meets the needs of local people

13.3 Local partners working through the LSP will act strategically to deliver decisions and actions which join up partners' activities across a range of issues, enabling each of them to meet their own targets and tackle issues more effectively. The LSP is key to improving social cohesion, the relationship between different communities in an area and their relationship with statutory authorities. It will also strengthen connections with, and between, public sector agencies, local government, the voluntary and community sectors, businesses and local residents. Overall, the LSP will ensure public services work better and are delivered in ways that meet the needs of local people and that economic, social and physical regeneration is sustained – in both deprived and prosperous areas.

- **Working on projects with the local Centre for Excellence**

The West Midlands Centre for Excellence (WMCE) was set up to encourage public authorities to work together to generate efficiency gains. It acts as a resource to further the pursuit of efficiency in public sector bodies and provides limited funds for efficiency projects. It may be that Departments may wish to apply for funding from the WMCE to undertake particular efficiency projects

- **Joint procurements and joint working**

Joint procurements are where two or more public sector bodies get together in order to obtain better value for money. To identify such possibilities managers need to keep abreast of what is going on in their locality; for example, another public sector body may need to undertake a particular procurement and there may be a chance to link with this organisation in order to produce efficiency gains for both.

Joint procurement implies a limited relationship in which two or more authorities negotiate a contract with a third party to supply them with goods and/or services. Joint working implies a more complex relationship between organisations in which organisational structures are merged and sovereignty pooled in order to generate efficiency gains. A shared service initiative which is currently being considered for revenues and benefits is one example of a joint working arrangement.

14. Role of Members

- 14.1 Members need to monitor and scrutinise Value for Money proposals and projects prepared and implemented by officers but also need to be proactive in suggesting areas for VFM projects and initiatives. The Finance portfolio holder will hold responsibility for developing Value for Money throughout the Authority; a member Group has also been established to encourage responsibility for efficiency and Value for Money and the Head of Finance also attends the meetings of this Group. Members' contributions will be important in developing ideas for developing partnership initiatives as well as promoting projects which are Department based.
- 14.2 Portfolio holders need to liaise closely with the members of CMT in order to develop ideas which can be acted upon by the Council in order to develop proposals to produce better Value for Money. This is probably just an extension of the normal relationships that exist between senior officers and members but the Value for Money group can help focus on issues regarding Value for Money.
- 14.3 There is also a role for Portfolio holders to play in scrutinising the unit cost and performance data information produced by managers and to be included in the Service Business Plans. Clearly it is important for Members to determine whether the targets are appropriate and, if they are, whether they are being pursued effectively. The existing Members' Boards (Scrutiny, Performance Monitoring and Audit) will have roles in scrutinising progress towards achieving Value for Money.

15. Implementing VFM proposals and measuring efficiency gains

- 15.1 In order to capture the full extent of the efficiency gains made, the Council needs to monitor and measure in a rigorous fashion how efficiency initiatives are implemented and how efficiency gains are realised. Senior managers and Members need to monitor progress against efficiency milestones. In addition, Finance Departments need to monitor and amend budgets where necessary in order to “bank” any savings properly. They also need to continue to enforce financial regulations and to ring fence budgets where savings have been generated.

- 15.2 At the same time as measuring the financial benefits obtained, the Authority needs to determine what the ultimate destination of those savings is. This involves the reallocation of resources and the judgement of which option for reallocation of expenditure in fact best promotes corporate objectives. Reports must be provided to members on a quarterly basis which detail progress against the savings (using a traffic light system) and improved service targets detailed in the service business plan. It would then be transparent for each service as to what progress they were making towards achieving their objectives and each service would produce an action plan to improve the performance if there were slippage.

Appendix 1: Indicative Timetable

The strategy's timetable has the following key dates during the year:

The dates given are for 2006-07 although it is anticipated that 2007-08 will see the first year in which VFM is integrated within the annual budget setting and service planning process. This timetable indicates the timetable that would be required for integrating VFM for the preparation of next year's Budget. This timetable is to be viewed in conjunction with the Manager's Action Plan for VFM that will be developed as part of the Service Business Plan.

Activity	Date
Submission of initial budget information to Accountancy Services (to include proposals for improving unit cost and performance information)	3 November 2006
CMT to consider and bring forward proposals for partnership and VFM initiatives (proposals to be considered by Executive Cabinet at same time as final approval of budget and service business plans)	December 2006
Finalisation of Service Business Plans	January 2007
Submission of VFM project proposals to CMT (as part of Service Business Plans)	January 2007
Consideration by Executive Cabinet of budget for 2007/08 and budget strategy to 2009/10 (will include VFM efficiency gains) . Approval of service plans (including potential VFM projects and proposals for efficiency gains and service improvements) . Approval of and/or partnership initiatives .	7 February 2007
Approval by Council of budget for 2007/08 and budget strategy to 2009/10	27 February 2007
Issue of budget books	By 31 March 2007

Submission of mini-AES statements by Departments to Head of Finance (2 weeks before AES needs to be submitted to DCLG)	April 2007
Annual Efficiency Statement Forward Look submission to DCLG	April 2007
Submission of mini-AES statements by Departments to Head of Finance (2 weeks before AES needs to be submitted to DCLG)	June 2007
Annual Efficiency Statement Backward Look submission to DCLG	June 2007

NB VFM Aspects are **highlighted**

Appendix 2: Value for Money Action Plan – to be included in the business plans

At Bromsgrove District Council providing excellent Value for Money is defined as delivering excellent customer services within the available resource constraints. It is not about cutting costs; both costs and performance need to be taken into account in assessing the level of Value for Money provided by a service.

Managers need to know whether their services are high or low cost; poor or excellent performing services. Their annual action plans must seek to improve the cost and performance of their service and analyse whether their service is valued by their customers.

Managers must draw up an action plan to deliver Value for Money as part of the way in which they deliver their services. This action plan needs to set out practical ways in which officers can improve Value for Money in the next year and in the medium term (1 to 5 years). The action plan must aim to improve the key performance indicators for the service as well as unit costs.

The Service Business Plans need to identify what level of Value for Money is being provided by each service, what targets the Service has for improving Value for Money and what action is required to deliver those improvements. This must be assessed both currently and with reference to the longer term.

Managers need to identify the key cost and performance information which indicates how effectively they are delivering services. The indicators must be high level and in terms of performance directly refer to providing value for customers. Here are some examples of key high level unit cost and performance data that might be used:

- Cost per head of population (universal services such as waste collection, street cleansing)
- Cost per user/visitor (this could be used for museum or leisure centres)
- Cost per unit (e.g. ton of waste recycled, waste collected, benefits claims processed)
- Speed and accuracy of work undertaken (e.g. planning applications, benefits processing)
- Condition of streets/environmental cleanliness
- Speed and effectiveness with which customers' enquiries/complaints are dealt with (e.g. reports of abandoned vehicles/graffiti).

For the purpose of the Service Business Plan Managers must fill in three short templates which will constitute their action plan.

These are as follows:

1. Current Performance. The key current VFM Indicators for the service against six criteria:
 - Service Performance
 - Customer Satisfaction
 - Quality Measures
 - Cost Performance and Comparisons
 - Budgetary Control
 - External Inspection

Examples of detailed indicators within each VFM Measure are shown below. The actual measures to be used which are appropriate to each service will be agreed between the Heads of Service, the VFM Adviser and the service accountants and approved at CMT.

2. Self-assessment. Based on the data provided in 1 what overall value for money does managers thinks is being provided by their service?
3. What targets do service managers consider they have to achieve over the next three years to improve performance in each areas (particularly in areas where performance is classed as poor or needing attention?)

Examples of VFM Measures (this will vary from service to service)

VFM Measures	Detailed Indicators (Examples)
Service Performance	Percentage of bins collected
	Percentage of waste collected
	Number of visitors to museums/leisure centres
	Accuracy and speed of process of benefits claims
Customer Satisfaction	Results of customer satisfaction survey
	Results of focus groups
	Number of recorded complaints/compliments
	Measurable initiatives taken to improve customer service
Quality Measures	Charter Mark
	ISO Standards
	Membership of professional institutes
	Achievement of professional qualifications by staff
Cost Performance and Comparisons	Cost per head of population
	Cost per household
	Cost per staff member
	Comparative costs with other organisations
	Gershon savings achieved
	Procurement benefits achieved

Budgetary Control	Maintaining budgetary control without reducing service quality
	Identifying which parts of budget add value to service delivery and which do not
	Achievement of objectives of capital spend initiatives
	Number of months in which budgetary control is maintained
External Inspection	CPA Score
	Results of other external inspections

1. Current Performance

	Statement	Evidence	Score (0 to 3)	Corrective Action *
Service Performance	More than 75% of PIs are within top quartile of comparator authorities and more than 75% of PIs within BDC targets - 3			
	More than 50% of PIs are within BDC targets - 2			
	More than 50% are below BDC targets -1			
	More than 75% are below BDC			

	targets - 0			
Customer Satisfaction	Customer satisfaction results show 70% are satisfied - 3			
	Customer satisfaction results show 60% are satisfied - 2			
	Customer satisfaction results show 50% are satisfied - 1			
	Customer satisfaction results show below 50% are satisfied - 0			
Quality Measures	The service has achieved a quality mark -3			
	The service is working towards a			

	quality mark - 2			
	The service has no aim for recognition by a quality mark over next 3 years - 1			
Cost Performance and Comparisons	The service demonstrates excellent service and costs compared to other organisations - 3			
	The service demonstrates good service and costs compared to other organisations -2			

	<p>The service has compared itself with other organisations in terms of cost and service – 1</p>			
	<p>The service has no unit costs for comparison of delivery of service - 0</p>			
Budgetary Control	<p>The service is within 2% of the approved budget (underspend) (in terms of both income and expenditure) - 3</p>			
	<p>The service is within 10% of the approved budget (</p>			

	underspend) (in terms of both income and expenditure) - 2			
	The service is more than 10% overspent to budget (in terms of both income and expenditure) – 1			
	The service is more than 20% overspent to budget - (in terms of both income and expenditure) - 0			

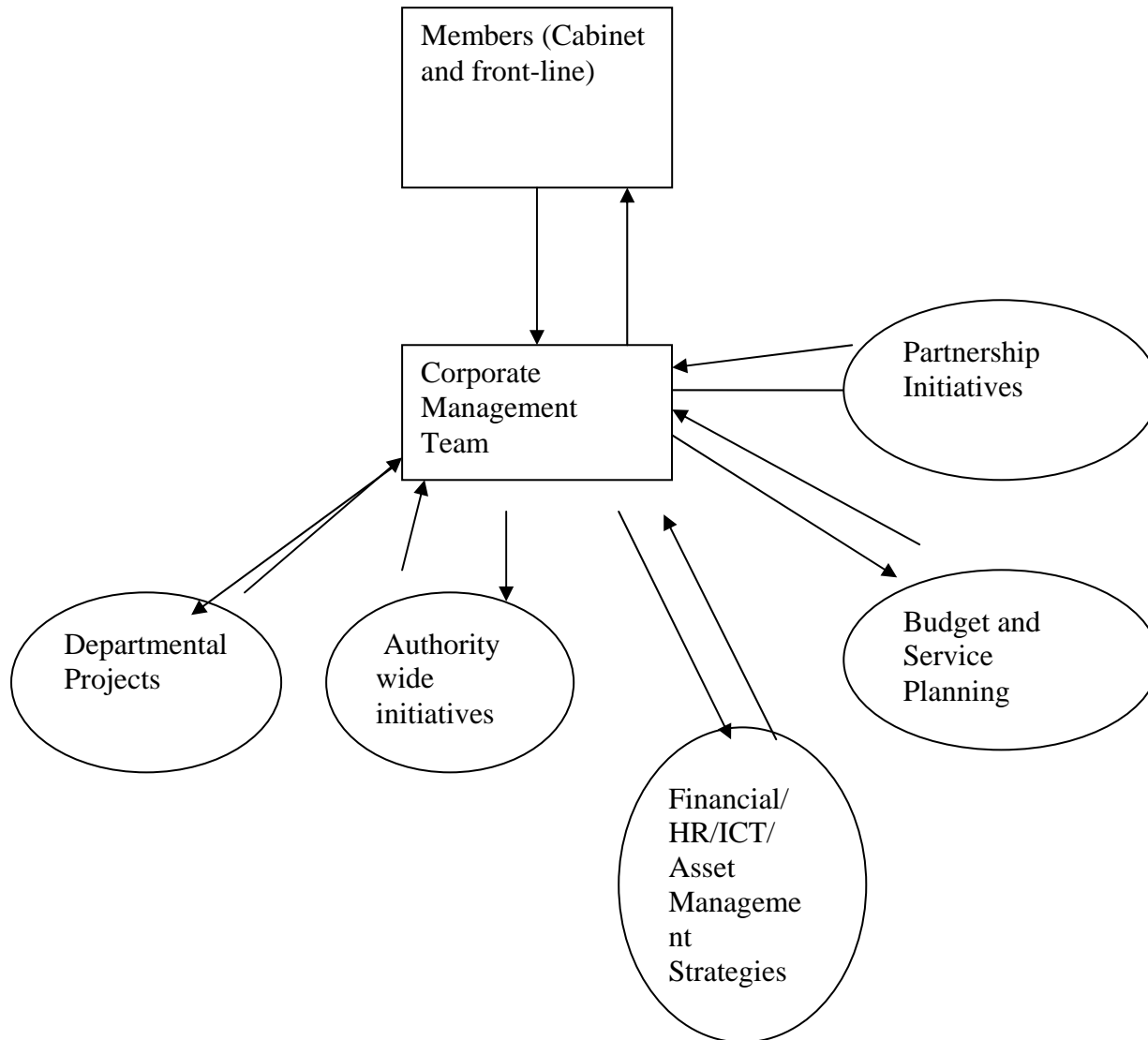
Procurement	The service has been market tested in the last two years – 3			
	The service has been market tested in the last two to four years – 2			
	The service is planning to market test -1			
	The service has not been market tested and there are no plans to do so - 0			

*where performance is below target

2. **Value for Money targets** (for measures shown in 1 above)

	TARGET SCORE		
	2007/08	2008/09	2009/10
Service Performance			
Customer Satisfaction			
Quality Measures			
Cost Performance and Comparisons			
Budgetary Control			
External Inspection			

Appendix 3: Diagram of VFM Structure



5. VALUE FOR MONEY		
Key line of enquiry		
5.1 The council currently achieves good value for money		
Audit Focus		
Evidence that:		
<ul style="list-style-type: none"> • Costs compare well with others allowing for external factors • Costs are commensurate with service delivery, performance and outcomes achieved • Costs reflect policy decisions 		
Criteria for judgement/descriptors		
Level 2	Level 3	Level 4
<p>There is a positive relationship between costs and the range, level and quality of services provided, including overheads and capital costs.</p> <p>Overall costs and unit costs for key services are not significantly higher than other councils providing similar levels and standards of services, allowing for the local context.</p> <p>Significant unintended high spending is identified and <i>there are plans in place to address it.</i></p>	<p><i>The council ensures that a range of quality services is delivered appropriate to statutory duties and local needs, whilst maintaining relatively low overall costs including overheads and capital. (new)</i></p> <p>Overall costs and unit costs for key services low <i>demonstrate best value</i> compared to other councils providing similar levels and standards of services and allowing for the local context.</p> <p>Unintended high spending is identified and <i>is being addressed</i></p>	<p><i>The council ensures that the range of services delivered effectively addresses statutory duties and local needs, and are delivered to high quality standards. Overall spending, including overheads and capital, consistently demonstrates best value from resources. (new)</i></p> <p>High performance is achieved across a range of priority services whilst costs <i>demonstrate best value</i> compared to others.</p> <p><i>The council can demonstrate a track record for effectively addressing areas of unintended high spending and emerging areas of budgetary pressure.(new)</i></p> <p><i>There is a sustained track record of investment leading</i></p>

Use of Resources

<p><i>Areas of higher spending are in line with stated priorities. (new)</i></p> <p>The council has a well managed capital programme <i>linked to priorities</i>, with projects usually completed on time and on budget.</p>	<p>Areas of higher spending are in line with stated priorities and the investment results in improved services.</p> <p>The council has a well managed capital programme <i>linked to priorities</i>, with most projects completed on time and within budget.</p>	<p><i>to improved outcomes for users and sustainable efficiency gains. New investment is supported by clear targets and timescales for measuring improvement. (new)</i></p> <p><i>The council can demonstrate that it evaluates the outcomes from its capital programme in accordance with objectives. Where capital resources are invested, there are identifiable improvements in service delivery. (new)</i></p>
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5 VALUE FOR MONEY		
Key line of enquiry		
5.2 The council manages and improves value for money		
Audit Focus		
Evidence that:		
<ul style="list-style-type: none"> • The council monitors and reviews value for money • The council has improved value for money and achieved efficiency gains (limited to the last three years) • Procurement and other spending decisions take account of full long term costs 		
Criteria for judgement/descriptors		
Level 2	Level 3	Level 4
<p><i>There is some information on costs and how these compare to others and to the quality of services but this is not fully understood. Managers use this information to review value for money and report to members.(moved from 5.1)</i></p> <p><i>The information on costs and quality of services includes information on equity across the whole community.</i></p> <p>Members and senior managers identify and pursue opportunities to <i>manage and</i> reduce</p>	<p><i>There is clear information on costs and how these compare to others and to the quality of services achieved currently and over time. Members and managers routinely use this information to review and challenge value for money throughout services and corporately.(moved from 5.1)</i></p> <p><i>The council understands the full short and long-term costs of its actions and takes account of these when making decisions.(moved from 5.1)</i></p> <p>Information on equity is actively used to promote access and value for money across the whole community.</p> <p><i>Achieving and improving value for money is being embedded in the council's culture, for example, through the performance appraisal system.(new)</i></p> <p>Members, senior managers and service managers manage costs alongside quality of services and</p>	<p><i>The council has a track record of using high quality information and benchmarking on costs and quality to actively manage performance, improve value for money and target resources.(new) Members and managers actively use this information to review and challenge value for money throughout services and corporately.(moved from 5.1)</i></p> <p><i>The council has detailed information on the full short and long-term costs of its actions and takes account of these when making decisions. All policy proposals have in built cost analyses.(moved from 5.1)</i></p> <p><i>The council can demonstrate that there is equity in access to services across the community. (new)</i></p> <p><i>Achieving and improving value for money is integral to the council's performance management arrangements, and this results in high levels of understanding and awareness across the organisation.(new)</i></p> <p>There is a strong <i>track record</i> of managing costs alongside quality of services and responding to local</p>

Use of Resources

<p>costs or improve quality within existing costs. Consideration is given to the likely impact on users of changes in spending levels.</p> <p>Processes for reviewing and improving value for money are in place and have led to some improvements in value for money.</p> <p>Targets are set and applied to improve efficiency and value for money.</p> <p>The council has produced and is delivering on an efficiency plan to achieve the <i>cumulative</i> Efficiency Review target of 7.5 per cent gains over a three year period.</p> <p>The council has effective procurement practices and can demonstrate improvements in value for money from significant procurement exercises. It has explored options for joint procurement and works with the LSP and other partners to improve value.</p> <p>Procurement decisions are not based solely on lowest cost options but reflect the best combination of cost and quality.</p>	<p>responding to local needs. The impact on users is assessed to ensure that costs are not simply cuts without regard to outcomes.</p> <p>The scope for improving cost-effectiveness is kept under review and scrutiny. There are clear policies and effective processes for reviewing and improving value for money. Internal reviews are targeted at high cost services and <i>have led</i> lead to improved value for money.</p> <p>There is clear evidence that the council sets and achieves ambitious targets to improve efficiency and value for money corporately and in services. Targets are used 'intelligently' to reflect potential for improvement.</p> <p>The council has produced and is delivering on an efficiency plan to achieve <i>at least</i> the <i>cumulative</i> Efficiency Review target of 7.5 per cent gains over a three year period.</p> <p>The council <i>uses best</i> procurement practice, knows where the greatest benefits can be gained and acts on these effectively. Opportunities for joint procurement with partners are actively pursued and <i>the council</i> works with the LSP and other partners to improve value <i>for money</i>.</p> <p>Procurement decisions <i>seek to achieve the</i> greatest benefit to the, <i>wider community</i>, for example securing <i>economic, social</i> or environmental benefits.</p>	<p>needs. The impact on users is assessed and then tracked to ensure that costs are not simply cuts without regard to outcomes.</p> <p>Innovative approaches <i>for improving cost-effectiveness</i> are used where appropriate and have achieved <i>significant</i> improvements in value for money.</p> <p><i>The council has a sustained track record of driving improvements in services and value for money through effective use of targets. (new)</i></p> <p><i>The council has integrated efficiency review into its performance management and is exceeding its own targets for achieving at least the national cumulative Efficiency Review target of 7.5 per cent over three years. (new)</i></p> <p><i>The council has successfully used joint procurement to improve value for money and service standards across a range of key services. (new)</i></p>
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Use of Resources

<p>Internal reviews are carried out (in line with Best Value legislation) and achieve significant improvements in value.</p> <p>Investment is made in <i>under-performing</i> services to secure future improvements in value for money.</p> <p>External funding is sought where appropriate to support local priorities.</p>	<p>Significant and identifiable savings have been achieved through procurement and internal reviews without unintended loss of quality (or quality increased at no extra cost).</p> <p>Investment is targeted at improving value for money in the longer term. Past investment has resulted in demonstrable improvements in value for money.</p> <p><i>There is a strategic approach to seeking external funding.</i>-The council has a successful track record of securing external funding and using it to deliver required outcomes and increased value for local people.</p>	<p><i>Significant community benefits, e.g. economic, social or environmental, have been delivered through joint analysis of local needs, planning and procurement with key partners. (new)</i></p> <p><i>Systematic reviews have covered all major functions and the findings are acted upon, leading to significant improvements in services and value for money. (new)</i></p> <p><i>Significant areas of previous under-performance have been addressed and, where there has been investment, sustained improvements in value for money have been delivered. (new)</i></p> <p><i>External funding has been successfully used to address local priorities resulting in sustained improvements and greater long-term value for money. (new)</i></p>
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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

3RD JANUARY 2007

ASSET MANAGEMENT PLAN

Responsible Portfolio Holder	Councillor Spencer
Responsible Head of Service	Kevin Dicks Acting Chief Executive

1. SUMMARY

- 1.1 To request members approval of the Asset Management Plan 2006/7-2009/10.

2. RECOMMENDATION

- 2.1 That Executive Cabinet approve the Asset Management Plan 2006/7-2009/10.

3. BACKGROUND

- 3.1 The Council last produced an Asset Management Plan in 2003 (the last time the Government required all Council's to produce one) and this was assessed as good. Since that date there has been no mandatory requirement to produce one although it is a key part of ensuring that all assets are used effectively and as such forms part of the Use of Resources assessment.

- 3.2 It is fair to say that whilst the Government assessed the Asset Management Plan as good the principles and actions contained in the plan were never really imbedded within the organisation and that because of other issues within the Council this has not been a priority.

- 3.3 The Asset Management clearly sets out the following for asset management:

- Strategic Objectives
- Organizational and Financial Arrangements
- The Current Portfolio
- Service delivery and accommodation needs
- Non operational and Investment Property
- Performance Management, Monitoring and Information

3.4 The Asset Management Plan also clearly sets out the high level actions that are required to embed effective asset management within the Council. It is recommended that members endorse the Asset Management Plan but acknowledge that as there is a lot of work to do that the Action Plan will need to be a fluid document.

4. FINANCIAL IMPLICATIONS

4.1 There may be a requirement to externalise the condition surveys of all assets as the skills no longer exist within the Council. This will be quantified and assessed as part of the medium term financial plan.

4.2 There may also be some financial implications arising from the condition surveys and from the review of assets all of which will be factored into the medium term financial planning in the future.

5. LEGAL IMPLICATIONS

5.1 As described in the asset management plan.

6. CORPORATE OBJECTIVES

6.1 Effective asset management contributes to the Council Objective of Improvement.

7. RISK MANAGEMENT

7.1 If the Council does not fully embrace the Asset Management Plan and all the actions contained in it there is a risk that, not only will the Council not make the most effective use of its resources but that it will not comply with legislation.

8. CUSTOMER IMPLICATIONS

8.1 Effective asset management of assets (including ensuring our buildings are accessible to all of the community) will lead to improved customer service and perception of the Council..

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 All assets need to be reviewed to ensure that we embrace this

10. OTHERS CONSULTED ON THE REPORT

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

11. APPENDIX

Asset Management Plan

12. BACKGROUND PAPERS

Asset Register

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BROMSGROVE DISTRICT COUNCIL

Asset Management Plan 2006/7 – 2009/10

CONTENTS

1.	Introduction	2
2.	Context	3
3.	Strategic Objectives	5
4.	Organizational and Financial Arrangements	6
5.	The Current Portfolio	11
6.	Service delivery and accommodation needs	12
7.	Non operational and Investment Property	15
8.	Government policy and Statutory Responsibilities	16
9.	Performance Management, Monitoring and Information	16
10.	Appendix 1 - Asset Management Action Plan	
	Appendix 2 - Asset Register	
	Appendix 3 - Asset Review Methodology	
	Appendix 4 - Asset Review Proforma	
	Appendix 5 - Asset Review Questionnaire	

1. INTRODUCTION

- 1.1. Bromsgrove District Council is a significant property owner within the District and this Asset Management Plan (AMP) is prepared in order to provide a framework that will optimize the use of property assets in terms of service benefits and financial return in order to support the Council's priorities and corporate objectives.
- 1.2. The Plan applies primarily to property assets but with the fullness of time will extend to include infrastructure, vehicles, plant, and major equipment. The Council's Head of Legal & Democratic Services is the designated Corporate Property Officer, and the Portfolio Holder for Legal and Democratic Services is Member "Champion" for asset management.
- 1.3. The Council can expect the following from an Asset Management Plan:
 - Clear corporate responsibility for strategic asset management.
 - How the Council will support the delivery of its Vision, values, objectives and priorities.
 - Assurance that the assets are suitable and sufficient for the services provided and continued to be so.
 - A performance measurement system which relates to the Council's corporate objectives.

2. CONTEXT

2.1 Property as a resource supports the delivery of the Council's objectives by:

- Providing accommodation for services.
- Meeting the needs of the local community through providing parks and open spaces and leisure facilities.
- Providing a financial return through its investment portfolio and sales of surplus assets.
- Assisting economic development through provision of small industrial units.
- Providing the opportunity to work in partnership with the local community.

2.2 The Council's Vision as set out in the Council Plan 2007/10 is:

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

2.3 The Council's objectives are:

- Regeneration
- Environment
- Sense of Community and Well Being
- Improvement

2.4 The Council's priorities (under each objective) are:

Regeneration

- Town Centre
- Longbridge
- Housing

Environment

- Clean streets
- Planning

Sense of Community and Well Being

- Community Activities

- Community Influence

Improvement

- Customer Service
- Reputation
- Performance

2.5 The Council will achieve its Vision, Objectives and Priorities through:

- Leadership
- Partnerships
- Customer First
- Equality

These are the Council's Values.

2.6 The Council has also set out the key measures of success to be taken over the next three years to deliver the Vision, Objectives and Priorities. These can be found in the Council Plan.

2.7 The Asset Management Plan is not only informed by the Council's Vision, Objectives and Priorities, it also has essential links to other plans and strategies, most notably the Medium Term Financial Plan. Other linked plans and strategies include the Community Strategy, the Procurement Strategy, the Capital Strategy, the Customer Care Strategy and individual service business plans.

3. STRATEGIC OBJECTIVES

3.1 To support the Council's Vision, Objectives and Priorities it has set the following as its strategic objectives for asset management:

- To ensure that the Council's asset portfolio support the delivery of its service and objectives.
- To meet the challenge of working in an environment of change.
- To ensure that all assets are demonstrably managed in the most economic, efficient and effective manner.

3.2 From these strategic objectives the asset management plan must ensure procedures are implemented and performance measures adopted such that all operational assets must be:

- In the right location to allow customers to access the service and staff to deliver it.
- In good condition to the extent that services can be provided from them in a comfortable environment for both staff and customers without interruption.
- Suitable and sufficient for the purpose for which they are being used in terms of size, type and layout of accommodation – including accessible to people with disabilities.
- Flexible to the extent that they can be adapted economically to adjust to changing services needs, including sharing with partners in service delivery.
- Able to demonstrate “value for money” in terms of balance between efficiency in operation, running costs and long term sustainability.
- Able to convey a positive image of the Council and for the service being provided.
- Able to contribute something positive to the immediate environment, particularly where there is a need for physical regeneration of the locality.
- Good examples of sustainable development if new or extensively refurbished.
- Maintained in such a way so as to minimize reactive maintenance by improving planned maintenance arrangements.
- Managed to mitigate their impact on and effect of climate change.

3.3 All non operational assets must be:

- Able to make the maximum contribution to service revenue budgets in terms of rental income; and / or
- Able to make a positive contribution to the social wellbeing of the community either through its presence as a heritage asset or through

use by others such as voluntary groups, charity organizations or small businesses.

- Retained reasons of strategic importance, such as to influence the physical and economic regeneration of the District.

3.4 When assets are considered for acquisition it should be for the following reasons:

- They are able to contribute towards the provision of the Council's services.
- A strategic acquisition for redevelopment or tactical purposes.
- To facilitate economic development.
- To generate revenue income.

3.5 A cost benefit analysis and risk assessment will be prepared as part of the decision making process in connection with the acquisition of assets.

3.6 The arrangements, processes and performance measures to achieve these objectives are set out in the following sections.

4. ORGANIZATIONAL AND FINANCIAL ARRANGEMENTS

4.1 The Council has a Leader and Executive model of political management. The Member with responsibility for Asset Management is the Portfolio Holder for Legal and Democratic Services. The Portfolio Holder's vision for 2006/7 to 2009/10 includes the key outcome of reviewing all assets through Asset Management Planning.

4.2 All property ultimately falls under the control of the designated Corporate Property Officer, who is the Head of Legal & Democratic Services who is a member of the Corporate Management Team (CMT). She reports to CMT and Executive Cabinet as necessary and is within the Resources Directorate.

4.3 The Corporate Property Officer is responsible for:

- Ensuring stakeholder consultation and review takes place regarding assets and that findings are fed into the decision making process.
- Developing the Asset Management Plan for consideration and approval by the Council and its subsequent implementation.
- Ensuring its adherence to Corporate Objectives.
- Ensuring that the Asset Management Plan is coordinated with the Medium Term Financial Plan and considering key actions relating to asset management contained within other relevant strategies.
- Ensuring all asset management issues are properly considered by Corporate Management Team and Executive Cabinet as necessary.

- Reporting twice a year to Corporate Management Team and Executive Cabinet on the performance of the property portfolio as measured against a suite of property performance indicators.
- Chairing the Asset Management Group.
- Champion the current and future approach to matching asset usage with business needs at strategic management level
- Provide the key link ensuring Member involvement in asset management planning and implementation
- Consider the effect of corporate drivers on asset management

4.4 Previously all Property Related matters were dealt with by the Capital Assets & Property Group (CAPG) which was established in 2003 and met quarterly with additional meetings as and when necessary in response to specific Business Planning Processes or specific property issues. The Group's membership was drawn from Heads of Service lead by the Corporate Director (Resources) together with key section managers, and representatives of the Finance Department. The Group worked to formal terms of reference and in 2006 reached the conclusion of two large-scale projects, specifically:

- A major review of internal procedures for handling section 106 Agreements (under the Town and Country Planning Act), including codifying the whole process from start to finish.
- A review of all capital receipts under s106 Agreements including monitoring of clawback provisions and allocation of funds to projects.

4.5 The Group concluded that it had fulfilled the remit for which it was created and was disbanded. In its place, the Asset Management Group has been created, with the following Membership:

- Corporate Property Officer (Chairman)
- Property and Facilities Manager
- Representative from Financial Services
- Representative from Street Scene and Waste Management Services
- Representative from e-Government and Customer Services
- Representative from Culture and Community Services

Officers with responsibility for major services are invited to attend as appropriate.

4.6 The Group is responsible for:

- The strategic management of the Council's assets.
- Ensuring that the Council's use and management of its corporate property assets is efficient and effective.
- Reviewing the Council Plan, Council Results, Community Strategy and other associated plans and strategies including service business plans with a view to identifying property implications including future service property requirements and aspirations.
- Considering the recommendations of service reviews and internal or external audits.
- Considering the responses of suitability surveys undertaken by the Property and Facilities Manager.
- Considering responses to the consultations of stakeholders regarding the Asset Management Plan.
- Reviewing data gathered for property performance indicators and from benchmarking exercises and implementing actions required in order to improve performance as necessary.
- Monitoring the amount of surplus and unoccupied properties, unlet investment property and instigating any necessary action
- Considering asset related projects for inclusion in the capital programme.
- Seeking and considering examples of best practice in asset management in the public and private sectors.
- Ensuring that the requirements of service departments including housing, recreational, planning, or corporate needs, and in support of the delivery of those needs taking into account best value principles and corporate priorities.
- Meeting the corporate objectives of the Council insofar as the same are influenced by Asset Management.
- Reviewing land and property holdings to determine ways and means of achieving the Council's objectives through the sale, acquisition, or letting of land, as appropriate.
- To assess the Council's accommodation requirements, based on strategic aims, statutory service provision, Council objectives, and service delivery priorities
- To assess the extent, type, condition, accessibility, and performance of the existing asset portfolio to ensure that it is sufficient, suitable, and fit for purpose
- To ensure continual improvement in asset management, with the establishment of priorities for future investment.
- Considering alternative uses for land and property holdings, as appropriate.
- The maximisation of income from asset holdings.
- The application of robust procedures to the proposed acquisition of assets.

- The maximisation of returns from disposal of surplus assets.
- Updating annually the Asset Management Plan for submission to Corporate Management Team.

4.7 Day to day responsibility for property and property matters lies with the Property and Facilities Manager, within Legal and Democratic Services. The Property & Facilities Manager is supported by the handling of responsibility for service-specific operational property by the Heads of Service / service managers of particular departments as follows:

Head of Culture & Community Services

- Parks & Open Spaces
- Cemeteries
- Museum & Tourist Information Centre

Head of Street Scene & Waste Management

- Council's Depot
- Public Conveniences
- Car parks

Economic Development Officer

- Market Hall
- Other Town Centre issues

4.8 Responsibility for non-operational property (principally the main Council House at Burcot Lane) rests with the Property & Facilities Manager. Responsibility for the income and expenditure of each premises lies with the relevant Head of Service, with the Head of Financial Services ultimately in charge of the collection of income on a day to day basis.

4.9 The following are pivotal in the day-to-day management of the Council's property assets:-

- Setting and monitoring repairs and maintenance budgets
- Responding to repair requests and organising maintenance works, on both planned and incident-responsive bases
- Implementing improvement and reinstatement programmes
- Energy Management (i.e., monitoring all fuel usage in operational and non-operational premises)
- Monitoring income (from investment assets)
- Disposal and acquisitions (both freehold and leasehold)
- Valuations
- Rent Reviews, Lease renewals, assignments
- General property-related queries
- Appointing and monitoring the performance of external property consultants or contractors (where appropriate)

4.10 Historically not all of the above points have featured in the Council's handling of property, and thus it will be necessary for attention to be paid to this hereafter. This and other points arising from this Plan are set out in the Action Plan which is located at Appendix 1.

4.11 The Council has adopted a medium term capital programme which over the next two years totals £17.165m. A summary of the programme, and its funding is set out below. Schemes with implications for asset management are highlighted. The Asset Management Group will review the capital programme on an annual basis in accordance with the Medium Term Financial Plan review timetable.

Capital Expenditure	2006/7 £'000	2007/8 £'000	2008/9 £'000
Computer systems	796		
IT upgrades	493	40	
Spatial project	500		5,793
DDA Improvements	64		
Recreation Grounds / play areas	964	50	
Sports pitches / equipment	323	150	130
Leisure / Sports Centres	1,247		
Grant Aided sports schemes	129		
CCTV	161		
Disabled Facilities Grants	691	947	827
Housing schemes	1,244	1,040	40
Street Scene and Waste Management	1,346	190	
Total	7,958	2,417	6,790

In February 2007 the Council will agree a revised Medium Term Financial Plan which will cover the period 2007/8 to 2009/10.

4.12 In addition to capital expenditure the council incurs revenue expenditure on properties totalling £216k (2007/8).

5. THE CURRENT PORTFOLIO

- 5.1 The total value of the Council's properties as at 31st March 2006 (excluding fixtures and fittings, plant and machinery) was £17.009m.
- 5.2 The Council's property can generally be divided into two categories, operational and non-operational and within these categories a number of further breakdowns can be effected. These and their values are summarized in Appendix 2. For valuation purposes local authority property is divided into three categories:
- Non-operational property (i.e., investment, surplus, and development property) which is valued on the basis of market value, otherwise known as open-market value.
 - Operational, non-specialised property which is valued on the basis of existing use value.
 - Operational, specialized property which is valued on the basis of depreciated replacement cost (DRC).
- 5.3 It should be noted that "market value" and "depreciated replacement cost" do not provide an estimated realization price. When appraising the options for future use of an asset, it is the estimated realization price that should be considered. To that end, it is proposed that the Property & Facilities Manager's key tasks will include a valuation of the property portfolio on such a basis.
- 5.4 The Council's current property portfolio has been acquired over a number of years. Many of the properties are unregistered. The Council has embarked upon a programme of voluntary registration of all its land holdings via partnership working with the Land Registry. It is anticipated that this project will be completed during 2007/8.
- 5.5 A Large Scale Voluntary Transfer of the Council's Housing stock to a newly formed Housing Trust (Bromsgrove District Housing Trust) took place in March 2003. There is a residue of a small number of residential properties which are held in the general fund.
- 5.6 Best practice in Asset Management requires a regular condition survey to be undertaken of all its assets. Because of the other issues that the Council has faced this has not been done and is one of the key actions required during the period of this Asset Management Plan, The condition survey will be used as part of the review of the Council's property portfolio as well as influencing the revenue and capital expenditure required with regard to property. It is suggested that a simple scoring mechanism be adopted to describe the physical condition of the property:

- Score 0 – immediate attention required
- Score 1 – seriously adverse condition involving high risk
- Score 2 – adverse conditions involving medium risk
- Score 3 – few current problems and low risk
- Score 4 – condition satisfactory for 3-5 years
- Score 5 – condition satisfactory for 5-10 years

- 5.7 The Council has historically not maintained a comprehensive asset register but simply a list of assets and their values which has been primarily used for financial accounting purposes. The creation of a comprehensive asset register is another key task for the life of this Asset Management Plan.
- 5.8 The Council has just embarked on a major transformational project, the “Spatial” project which provides a number of different software solutions, “cleansing” all geographic data and integration of systems. Included within these systems will be an asset management module which will enable the comprehensive asset management module.
- 5.9 This will ensure that rent reviews, lease and licence renewals, planned and cyclical maintenance, plant and equipment servicing and renewals will be carried out in time and without detriment to the asset management programme.
- 5.10 This will also assist in the objective of spending a greater proportion of the annual maintenance budget on planned, rather than reactive maintenance.

6. SERVICE DELIVERY AND ACCOMMODATION NEEDS

- 6.1 The Council is committed to make the best use of all its resources. A key element of this will be a more strategic approach to the identification of service needs and priorities and to associated resource deployment.
- 6.2 Hitherto, formal service asset management planning procedures have not been developed fully. Capital investment in assets has mostly been service led with Council policy (Capital Strategy) being that the investment criteria (below) should apply on all capital schemes before inclusion in the capital programme and the medium term financial plan. A scheme will:
- Maintain existing assets to standards suitable for service delivery;
 - Improve and acquire assets to meet service and customer needs;
 - Improve the stewardship of assets; spend to save (innovative schemes that will secure the Council a better rate of return than the investment interest earned); to reduce longer-term problems and liabilities;
 - Satisfy legal obligations of the Council (e.g. health and safety requirements, and compliance with the disability discrimination legislation);

- Develop community assets in areas of need;
 - Maximise the use of other funds to encourage investment in specific areas such as energy efficiency, economic development and infrastructure developments (using funds derived from Section 106 agreements with developers), and;
 - Maximise the benefits of partnership working.
- 6.3 The Council has significantly improved its service business planning process recently however this has not had any regard to the use of land and buildings in connection with the delivery of services. Therefore a key action during the period of the Asset Management Plan will be to undertake a programme of asset reviews and then seek to embed a review of the suitability of assets within the service business planning process for 2008/9. In future it is felt that the service business planning process should include:
- A schedule of the land and buildings occupied in connection with the delivery of the service.
 - Justification for the need to continue to occupy these premises.
 - A statement as to their suitability for the delivery of the services.
 - A note of any significant shortcomings and an outline of what action is planned or needed to rectify those shortcomings.
- 6.4 A formal programme of asset reviews will be implemented that employs a systematic approach across the whole authority which will challenge the use of property resources and focus on improving the quality of service delivery. The Asset Review Methodology is attached at Appendix 3 together with a review proforma at Appendix 4.
- 6.5 Key elements of this approach are a suitability assessment, the condition of the asset, the amount spent on maintenance and running costs and the expenditure needed to bring the asset up to standard, or to enable a proposed change in service delivery.
- 6.6 The suitability assessment, limited detail on the condition, the expenditure needed to bring the asset up to standard or to enable a proposed change in service delivery will be based or gleaned from a detailed questionnaire, an example of which is included in Appendix 5. More detailed information on condition, cost of maintenance and other running costs will be obtained from the maintenance budgets, capital programme, utilities bills etc.
- 6.7 These results can then be mapped out on a graph of high / low investment against high / low suitability. Property having low suitability and high investment could be considered for disposal. Property having high suitability and high investment could be targeted for investment to bring it up to a suitable condition, or to establish a programme of energy saving and or running cost reduction measures. Property with high suitability and low

investment would be a lower priority for immediate action. Property with low suitability and low investment could be considered for re-use for another service or disposal if the Council could not fully utilise it.

- 6.8 Such a graphical approach should not provide the final decision but it can be used to highlight the key issues to enable decisions to be made.
- 6.9 The suitability must also take into account views of the public as a stakeholder in the asset management process. Heads of Service will therefore be required to carry out consultations as to the suitability of the property. Consultation could take place at the following levels:
- Localised consultation, involving the Customer Panel, surveys of various types, open days/exhibitions/roadshows, questionnaires, and opinion polls, with the results all being evaluated to influence the continuous improvement of property to ensure it is fit for purpose and to appraise the performance of property generally.
 - A questionnaire may be used to explore use of assets where there is a direct point of contact with the public. Such assets include – swimming pools, leisure centres, recreational centres, the civic offices, cemeteries, etc. The questionnaire could include the following questions:
 - How many customers visit the building each week?
 - Is the location of the building satisfactory?
 - Does the physical condition of the building prevent its proper use?
 - Is adequate space available?
 - How does the building fare under Equality and Diversity?
 - How will the building cope with possible future changes in service delivery?
 - Does the building restrict the Council's ability to move forward as a service?
- 6.10 There are a number of assets that aren't considered to be suitable for service delivery however these views are mostly subjective and should not be used as the basis for making a decision. This highlights the need to undertake asset reviews as soon as possible. The most significant asset that the Council owns is the Council House in Bromsgrove, the council's main administrative headquarters. The Council House isn't really fit for purpose as modern office accommodation and is in need of review. Added to this and given the Council's priority of delivering affordable housing, the planning moratorium the use of the Council House needs to be reviewed as soon as possible.

- 6.11 As the Council completes the “Spatial” project, other e-Government related projects and more modern working practices are implemented more widely across the Council (including home or mobile working) it is expected that less accommodation will be required. In the longer term, but still within the life of the Asset Management Plan, as areas such as electronic payment, electronic communications and form filling become more prevalent and are accepted by the users of Council services, it could give greater opportunity for the amalgamation of services into smaller properties. These changing requirements will be kept under review through the service business planning process and through the programme of asset reviews. The Spatial project will also provide the Council with an asset register system which will be used to further improve the Council’s approach to asset management.
- 6.12 Where surplus capacity in property or surplus property is identified, the opportunity to share with partner organisations will be explored as part of the options appraisal process.
- 6.13 Where property is proposed for disposal, consideration will be given to the consequences of the piece of land or property not being subject to the Council’s control in terms of standard of care, maintenance etc., by the inclusion, where appropriate, of covenants in the contract to maintain the required standards of care.
- 6.14 It is important when considering capital investment proposals or options appraisals resulting from asset reviews that whole life appraisals are used. These are the systematic consideration of all relevant costs, revenues and performance associated with the acquisition and ownership of an asset over its physical / economic / functional / service / design life. This process minimises total expenditure through proper appraisal of costs that will be incurred through the life of the facility.
- 6.15 The strategic approach to asset management planning will assist in the development of a more comprehensive and coordinated medium to long term capital budget strategy and is an important aspect in the planning of the Council’s resources in delivering its ambitions and priorities.

7. NON OPERATIONAL AND INVESTMENT PROPERTY

- 7.1 Income in the region of £456k per annum (2007/8) is achieved from the Council’s property portfolio. It is a very important source of funding for both capital and revenue. In recent years a number of investments have been sold to help fund the capital programme. The need to maintain a flow of capital receipts has reduced following the transfer of the Housing Stock, other recent sales and the introduction of Prudential Borrowing (even though the Council is debt free).

- 7.2 However, it is important to keep the property under review in order to optimise the income either through disposal or restructuring of leases etc. Opportunities to purchase land should also be considered where there is a proven benefit. The Property & Facilities Manager will review the investment portfolio, using external expert advice where appropriate, to ensure that the resources applied to such assets and the income from them, reflect the objectives of the Council as a whole and represent Best Value to the community.

8. GOVERNMENT POLICY AND STATUTORY RESPONSIBILITIES

- 8.1 Government policy and statutory responsibilities form an integral part of asset management. Those which have specific reference to the asset portfolio are set out below.
- 8.1.1 The Disability Discrimination Act of 1995 requires service providers to make “reasonable adjustments” to the way we provide services and to the physical features of our premises to overcome access barriers. SCOPE carried out an audit, on behalf of the Council, in August 2006 of all premises and this has been used to inform the Councils capital programme for 2007/8 to 2009/10. The Council will continue to monitor changes in legislation, and through the equality impact assessment process, will ascertain where barriers to access exist and consider what adjustments are required.
- 8.1.2 The Environmental Protection Act 1990, under which the Council has a duty to inspect its area for contaminated land. The Council revised its Contaminated Land Strategy in November 2004.
- 8.1.3 The Property & Facilities Manager is represented on the Health and Safety Committee to ensure that issues affecting the Council’s assets are considered and implemented.

9. PERFORMANCE MANAGEMENT, MONITORING AND INFORMATION

Key issues/Problem Areas

- 9.1 There are no national BVPIs relating to property and asset management, although various indicators have been suggested and which are discussed below. One BVPI impacts on the Council’s management of property and that is BV156 which states:-

“The % of authority buildings open to the public in which all public areas are suitable for and accessible to disabled public.”

9.2 This indicator applies to buildings from which the authority provides a service, of which at least a part is usually open to members of the public, where the service cannot be provided by alternative means and where the inability to access the service in person would be discriminatory. It excludes public conveniences which are not integral to such buildings, or schools and educational establishments.

9.3 Relevant premises to be included within the scope of the indicator are:

- buildings which are used by but not owned by the Council
- buildings used by the Council's agent in delivering services on behalf of the Council
- parts of old people's homes used to provide a facility open to the public (eg a lunch club or day centre)
- sports pavilions if open to the public

9.4 Excluded from the scope of the indicator are:-

- Schools and educational establishments
- Registry offices
- Standalone public conveniences
- Commercially leased premises
- Buildings let to other bodies not providing a service for the Council

9.5 Calculation of the performance indicator is according to the following formula:

$$N = (a/b) \times 100$$

a = authority buildings open to the public where public areas are suitable for and accessible to disabled people

b = all authority buildings open to the public

9.6 Historically the indicator was managed by the former Engineers & Community Safety Department, but on the restructure of the Council in 2006 responsibility for reporting on this indicator passed to the Property & Facilities Manager. He will collate information on behalf of all departments and report corporately.

9.7 Local Property Indicators have been developed by other Authorities across the Country, and centre around the following areas.

Indicator	Nature	Subject
PPI 1a	Service return	Condition of assets - % of gross internal floor space in condition categories A-D
PPI 1b	Service return	Maintenance backlog - % backlog of maintenance by cost expressed as (i) total value and (ii) % in priority levels 1-3
PPI 2a	Financial return	Overall average internal rate of return for each industrial investment property portfolio
PPI 2b	Financial return	Overall average internal rate of return for each retail investment property portfolio
PPI 2c	Financial return	Overall average internal rate of return for each agricultural investment property portfolio
PPI 3a	Financial return	Management cost per square metre per annum of operational property
PPI 3b	Financial return	Management cost per square metre per annum of non-operational property
PPI 3c	Financial return	Management cost per square metre per annum of other property
PPI 4a	Financial return	Repair and Maintenance costs per square metre per annum
PPI 4b	Financial return	Energy costs per square metre per annum
PPI 4c	Financial return	Water costs per square metre per annum
PPI 4d	Financial return	C02 emissions in tonnes of CO2 per square metre per annum
PPI 5a	Value for money	Capital projects finished on time
PPI 5b	Value for money	Capital projects finished on budget

9.8.1 PPI 1 – Condition of Assets and maintenance backlog.

The Council would seek to measure the condition of assets for their current use, and to show the severity and extent to which maintenance problems affect the portfolio. The Council must show year-on-year changes in maintenance backlog, and provide information on the overall condition of the Council's estate holding.

There are four categories of property condition:-

- A – Good, performing as intended and operating efficiently
- B – Satisfactory, performing as intended but showing minor deterioration
- C – Showing major defects and/or not operating as intended
- D – life expired and/or serious risk of imminent failure

9.8.2 PPI 2 – Justification in financial terms for retaining non-operational property.

The Council would show how it justifies, in financial terms, the retention of non-operational property, in three categories.

- A – industrial property (eg starter-units at Sherwood Road)
- B – Retail (eg any shop premises owned by the Council)
- C – Agricultural (any farms or other agricultural holdings)

9.8.3 PPI 3 – To measure the cost and efficiency of property services provision.

It is necessary to establish and report the management cost liability to the Council of each of its operational and non-operational property assets.

It is necessary for the Council to adopt a system of collecting and collating necessary information to ensure that figures are accurate and available for ready analysis, in relation to any future disposal decisions.

9.8.4 PPI 4 – To encourage the efficient use of assets over time and year-on-year improvements in energy efficiency

It is necessary to identify and record the cost in terms of repairs and maintenance, energy, water, and CO2 emissions, for each property. Results must then be collated and reported as the four categories set out above.

The Council recognizes the importance of achieving value for money in respect of all aspects of its work and its formal procurement procedures reflect this. The Procurement Strategy was introduced with this in mind and is aimed at modernizing procurement processes emphasizing value for money and quality as primary considerations. In addition the emerging Value For Money strategy will be key to this.

9.8.5 PPI 5 – Improvement in the delivery of new capital projects against given time and budget parameters.

The Council would seek to measure and monitor the performance of the whole authority in the delivery of capital projects in terms of cost and time predictability; to impact on the prioritizing process for projects and the associated local performance measures and monitoring systems put in place.

The Council has for some time operated a system for monitoring the delivery of new capital projects against set budgets (which might be termed cost predictability) and time (which might be termed time predictability) targets.

The Council often deals with capital projects relating to existing operational assets from which service delivery must continue to be provided throughout the duration of the project. e.g. Alterations to the Council House itself, the Dolphin Centre, the Depot, etc. A number of such contracts are currently in progress and each required extensive planning at the outset, which has clearly reaped benefits.

9.8 Taking Performance Forward

- 9.8.1 Prior to the adoption of Performance Indicators, a methodology must be adopted for the collection of information. Resources must be allocated to this process since failure to do so will lead to poor collation of information, inadequate target-setting, or failure to address areas of required improvement.
- 9.8.2 It is necessary to recognize that the improvement of performance in property issues is not the province of the Corporate Property Officer alone, or of the Property & Facilities Manager, or anyone else. It is a corporate responsibility to be shared by all, through the medium of the Asset Management Group. All managers of property (operational or non-operational) have a role to play in the monitoring of the above Indicators, and in ensuring that information reports are fed back to an appropriate central point for collation and reporting. A key part of the operation of the Asset Management Group and its sub-group the Facilities Management Group will be a data capture exercise to look at expenditure on running costs of the differing premises, to identify areas of potential saving by effective centralized procurement, together with a secondary function of ensuring that a corporate approach is maintained to such issues as access, design, colour schemes, information postings, etc.
- 9.8.3 In the course of doing so, whatever PIs are adopted must be monitored in a regular and robust manner. Each Head of Service will therefore report to the Property & Facilities Manager on a quarterly basis with the information pertaining to property or assets in their own area. Where Heads of Service have no discrete operational or non-operational property of their own, but are merely part-occupiers of premises held corporately, the Property & Facilities Manager will take the necessary action. This will apply, for instance, to support services whose only property holding is the offices they occupy at the Council House.
- 9.8.4 It is therefore proposed that a performance management system be implemented that has the strategic objectives of:
- Ensuring that the Council's asset portfolio support the delivery of its service and objectives.
 - Ensuring that all assets demonstrably deliver value for money

- Ensuring that all assets are demonstrably managed in the most economic, efficient and effective manner.

9.8.5

9.8.5 This can be achieved by developing the following matrix:

Strategic Objective	Success Factor	Performance Indicator
To ensure that the Council's asset portfolio support the delivery of its service and objectives	Customer satisfaction	%age of customers served who are engaged in customer satisfaction surveys
		Achievement of target of customer satisfaction
	Suitability	%age of properties considered suitable for required use
		%age of properties considered to require improvement for required use
	Sufficiency	Property (sq. metres) identified as surplus
		Property (sq. metres) identified as a shortfall
	Condition	Condition of assets - % of gross internal floor space in condition categories A-D
		Maintenance backlog - % backlog of maintenance by cost expressed as (i) total value and (ii) % in priority levels 1-3
	Accessibility	%age DDA Compliant
	To ensure that all assets deliver value for money	Optimal Utilisation
Value for Money (running costs)		Revenue running costs per square metre
Maximise return on Investment (Non-operational assets)		Internal rate of return
		Management costs per square metre
		Arrears as a %age of total rent
Capital projects	%age finished on time	

		%age finished on budget
To ensure that all assets are demonstrably managed in the most economic, efficient and effective manner	Effective management of maintenance	%age of total annual expenditure on maintenance allocated to planned maintenance
	Environmental sustainability	Energy costs per square metre per annum
		Water costs per square metre per annum
		C02 emissions in tonnes of CO2 per square metre per annum

9.9 Monitoring of the Asset Management Plan

- 9.9.1 It is essential that the asset management procedures are adhered to, and as such these will be monitored on a regular basis by the CPO and will form an Agenda item at the Asset Management Group meetings, as well as being reported to CMT.
- 9.9.2 Whilst a 'corporate' level involvement will continue to be maintained at all times, it may be expedient for the Asset Management Group to submit a formal 'Progress Report' to the CMT at an appropriate point in time. The report will provide an update on the achievements and provide a firm basis for further progress. It will also highlight any weaknesses and issues which need to be addressed.
- 9.9.3 It is suggested that an exercise be undertaken to compare the performance and competitiveness of Property with similar organizations and providers. This may include neighbouring authorities. It will be necessary to develop a process for comparison, so that it is transparent and simple to understand. Similarly consultation may be required with stakeholders and users, to procure ongoing improvements.

ASSET MANAGEMENT - ACTION PLAN

KEY ACTION - 1					
Develop a comprehensive asset register.					
Action	Target Completion Date	Milestone	Lead Officer	Resources	Monitoring Arrangements
Identify data requirements for comprehensive corporate asset register	31/3/07	Data requirements completed	AMG	<ul style="list-style-type: none"> ➤ Corporate Property Officer ➤ Financial Services ➤ Street Scene and Waste Management ➤ Culture and Community ➤ E-Government and Customer Service 	Regular updates at AMG
Gather data for all assets:					
<ul style="list-style-type: none"> ➤ Land and property – complete land registry 	31/3/07	Land registry completed	Legal	Additional resources required to expedite process	AMG updates
<ul style="list-style-type: none"> ➤ Vehicles and plant 	31/3/07	All data gathered in accordance with template	SS&WM	SS&WM	AMG updates
<ul style="list-style-type: none"> ➤ Plant and equipment 	31/3/07	All data gathered in accordance with template	Culture and Community	Culture and Community	AMG updates
<ul style="list-style-type: none"> ➤ IT 	31/3/07	All data gathered in accordance with template	e-Government and Customer Services	e-Government and Customer Services	AMG updates
Implement a corporate asset register system as part of the spatial project.	30/06/07	System up and running	David Rogers Davies	MDA / AMG	Regular updates at both AMG and Spatial Board

KEY ACTION - 2					
Develop effective asset management.					
Action	Target Completion Date	Milestone	Lead Officer	Resources	Monitoring Arrangements
Undertake condition surveys for all assets	30/6/07	<ul style="list-style-type: none"> ➤ Schedule for condition surveys completed ➤ Review timetable adhered to 	DRD	<ul style="list-style-type: none"> ➤ Assets and Facilities Management 	AMG
Establish maintenance programme arising from condition surveys for inclusion within revenue and capital budgets	30/9/07	<ul style="list-style-type: none"> ➤ Maintenance programme developed 	DRD	<ul style="list-style-type: none"> ➤ Assets and Facilities Management ➤ Potential increase in capital programme and revenue budget 	AMG
Develop schedule for asset valuations	31/3/07	<ul style="list-style-type: none"> ➤ Schedule in place 	DRD	<ul style="list-style-type: none"> ➤ DRD 	AMG
Undertake valuations	Annual	<ul style="list-style-type: none"> ➤ Annual revaluation programme complete 	DRD	<ul style="list-style-type: none"> ➤ DRD 	AMG
Establish asset review process	31/3/07	<ul style="list-style-type: none"> ➤ Asset review process established 	AMG	<ul style="list-style-type: none"> ➤ AMG 	AMG
Quarterly review of assets – in accordance with asset review methodology	30/6/07	<ul style="list-style-type: none"> ➤ First quarterly review takes place 	AMG	<ul style="list-style-type: none"> ➤ AMG 	AMG
Incorporate Asset Management into business planning process	30/9/07	<ul style="list-style-type: none"> ➤ PMF reviewed 	HB	<ul style="list-style-type: none"> ➤ HB 	AMG

**Bromsgrove District Council
Asset Register Summary**

ASSET REGISTER / CAPITAL CHARGES

BALANCE SHEET - FIXED ASSETS

		2005-06 Outturn										2005-06 Outturn					
		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	
Asset Description	Balance Sheet Code	Revenue Code	Opening Gross Balance as at 01/04/2005 £	Cumulative Depreciation as at 01/04/2005 £	Opening Net Balance as at 01/04/2005 £	Revaluations (Gross) & Adjustments £	Write Back of Depreciation to Date on Revaluations £	In Year Additions £	Write Out of In Year Disposals (Gross) £	Write Out of Cumulative Depreciation on Disposals £	Depreciation Charged in Year H01 £	Notional Interest Charged in Year H02 £	Closing Gross Balance as at 31/03/2006 £	Cumulative Depreciation as at 31/03/2006 £	Closing Net Balance as at 31/03/2006 £	Add Changes in Values 01/04/05 to 31/03/2006 £	Revised Closing Net Balance as at 31/03/2006 £
COUNCIL DWELLINGS																	
Council Houses																	
1 Bed Houses	100		0.00	0.00	0.00								0.00	0.00	0.00		0.00
1 Bed Flats	100		0.00	0.00	0.00								0.00	0.00	0.00		0.00
1 Bed Bungalows	100		0.00	0.00	0.00								0.00	0.00	0.00		0.00
2 Bed Houses	100		0.00	0.00	0.00								0.00	0.00	0.00		0.00
2 Bed Flats	100		0.00	0.00	0.00								0.00	0.00	0.00		0.00
2 Bed Bungalows	100		0.00	0.00	0.00								0.00	0.00	0.00		0.00
3 or more Bed Houses	100		0.00	0.00	0.00								0.00	0.00	0.00		0.00
3 or more Bed Flats	100		0.00	0.00	0.00								0.00	0.00	0.00		0.00
3 or more Bed Bungalows	100		0.00	0.00	0.00								0.00	0.00	0.00		0.00
Transfer of Properties - LSVT			0.00	0.00	0.00								0.00	0.00	0.00		0.00
MRA Adjustment 00.01			0.00	0.00	0.00								0.00	0.00	0.00		0.00
Total Council Houses			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Domestic Garages	101		0.00	0.00	0.00								0.00	0.00	0.00		0.00
Other Long Term Capital Outlay (HRA)																	
TOTAL COUNCIL DWELLINGS (HRA)			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OTHER LAND & BUILDINGS																	
Council Offices																	
Main Accommodation	ES20		2,397,500.00	-239,760.00	2,157,740.00						-59,940.00	75,500.00	2,397,500.00	-299,700.00	2,097,800.00		2,097,800.00
Sandbourne Suite	SS01		582,250.00	-88,240.00	494,010.00						-14,560.00	18,300.00	582,250.00	-72,890.00	509,450.00		509,450.00
Democratic Representation	CD61		445,250.00	-44,520.00	400,730.00						-11,130.00	14,000.00	445,250.00	-55,650.00	389,600.00		389,600.00
Council Offices Sub-Total			3,425,000.00	-342,520.00	3,082,480.00	0.00	0.00	0.00	0.00	0.00	-85,630.00	107,800.00	3,425,000.00	-428,150.00	2,996,850.00	0.00	2,996,850.00
Council House Office Accommodation - 2003-04 Enhancements	ES20		27,279.67	-2,730.00	24,549.67						-2,730.00	900.00	27,279.67	-5,460.00	21,819.67		21,819.67
Adjustment to values of Other Land & Buildings to balance with Aggresso 2004-05			0.00	0.00	0.00								0.00	0.00	0.00		0.00
CCTV Control Room 2003-04	CS22		18,307.21	-2,620.00	15,687.21						-2,620.00	500.00	18,307.21	-5,240.00	13,067.21		13,067.21
Depot - Aston Road, Aston Fields	DP02		1,750,000.00	0.00	1,750,000.00						-43,800.00	61,300.00	1,750,000.00	-43,800.00	1,706,200.00		1,706,200.00
Dolphin Centre																	
Main Building	SC01		2,200,000.00	-440,000.00	1,760,000.00						-110,000.00	61,600.00	2,200,000.00	-550,000.00	1,650,000.00		1,650,000.00
2001 Enhancements	SC01		135,866.67	-54,357.00	81,509.67						-13,590.00	2,900.00	135,866.67	-67,947.00	67,919.67		67,919.67
2004-05 Replacement Pool Tiling	SC01		51,942.81	0.00	51,942.81						-3,250.00	1,800.00	51,942.81	-3,250.00	48,692.81		48,692.81
2004-05 Roof Covering	SC01		20,688.82	0.00	20,688.82						-1,290.00	700.00	20,688.82	-1,290.00	19,398.82		19,398.82
2005-06 Roof Coverings Expenditure	SC01		0.00	0.00	0.00								0.00	0.00	0.00		0.00
2004-05 Second Lift	SC01		40,484.12	0.00	40,484.12						-2,530.00	1,400.00	40,484.12	-2,530.00	37,954.12		37,954.12
2004-05 - New CHP Unit & Heating Controls in Pool Areas	SC01		0.00	0.00	0.00	84,280.01					-5,270.00	2,900.00	84,280.01	-5,270.00	79,010.01		79,010.01
Dolphin Centre Upgrade 2004-05			0.00	0.00	0.00			601,513.90					601,513.90	0.00	601,513.90		601,513.90
Dolphin Centre Upgrade 2005-06 Expenditure	SC01		0.00	0.00	0.00			244,229.47					244,229.47	0.00	244,229.47		244,229.47
Dolphin Centre Sub-Total			2,448,982.47	-494,357.00	1,954,625.47	84,280.01	0.00	860,373.37	0.00	0.00	-135,930.00	71,300.00	3,393,635.84	-630,287.00	2,763,348.84	0.00	2,763,348.84
Service Centre (Located at Dolphin Centre)	CC01		536,798.68	0.00	536,798.68			26,661.18			-33,550.00	18,800.00	563,459.86	-33,550.00	529,909.86		529,909.86
Service Centre (One-Stop-Shop) 2005-06 Expenditure			0.00	0.00	0.00								0.00	0.00	0.00		0.00
Houndsfield Lane - Caravan Site																	
2004-05 Doors & windows Amenity Block	HG00		400,000.00	0.00	400,000.00						-2,800.00	14,000.00	400,000.00	-2,800.00	397,200.00		397,200.00
2004-05 Doors & windows Amenity Block			16,621.74	0.00	16,621.74	-16,621.74							0.00	0.00	0.00		0.00
Public Conveniences																	
Avechurch	PC01		67,000.00	-10,720.00	56,280.00						-2,680.00	2,000.00	67,000.00	-13,400.00	53,600.00		53,600.00
Market Street	PC03		90,000.00	-24,000.00	66,000.00						-6,000.00	2,300.00	90,000.00	-30,000.00	60,000.00		60,000.00
Rubery	PC04		53,000.00	-10,600.00	42,400.00						-2,650.00	1,500.00	53,000.00	-13,250.00	39,750.00		39,750.00
Public Conveniences Sub-Total			210,000.00	-45,320.00	164,680.00	0.00	0.00	0.00	0.00	0.00	-11,330.00	5,800.00	210,000.00	-56,650.00	153,350.00	0.00	153,350.00
Rubery Bowling Green & Changing Room	RG63		115,463.00	-23,063.00	92,400.00	-53,123.00	27,663.00				-4,600.00	3,200.00	62,340.00	0.00	62,340.00	-2,130.00	60,210.00
Car Parks	CP00		1,510,100.00	-100,000.00	1,410,100.00						-25,000.00	49,400.00	1,510,100.00	-125,000.00	1,385,100.00		1,385,100.00
Car Parks - 2003-04 Enhancements	CP00		75,498.04	-7,550.00	67,948.04						-7,550.00	2,400.00	75,498.04	-15,100.00	60,398.04		60,398.04
Multi-Story Car Park at Churchfields (Inc Multi-Story Car Park 2004-05 Ex)	CP01		433,394.02	-10,830.00	422,564.02	3,054,705.98	22,930.00				-12,100.00	16,500.00	3,488,100.00	0.00	3,488,100.00	-16,280.00	3,471,820.00
Multi-Story Car Park 2004-05 Ex	CP01		49,349.82	0.00	49,349.82	-49,349.82							0.00	0.00	0.00		0.00
Sanders Park - Open Car Parks	SP02		126,309.23	-6,320.00	119,989.23	-20,229.23	12,640.00				-6,320.00	4,200.00	106,080.00	0.00	106,080.00	-2,240.00	103,840.00
Sanders Park - Bandstand	SP01		0.00	0.00	0.00	48,270.00							48,270.00	0.00	48,270.00	-1,011.00	47,259.00
Sanders Park - Bowls Pavilion	SP01		0.00	0.00	0.00	44,220.00							44,220.00	0.00	44,220.00	-510.00	43,710.00
Sanders Park - Tennis Courts	SP01		0.00	0.00	0.00	38,660.00							38,660.00	0.00	38,660.00	-1,280.00	37,380.00
Sanders Park - Skateboard Park	SP01		0.00	0.00	0.00	42,570.00							42,570.00	0.00	42,570.00	-820.00	41,750.00
Sanders Park - Basketball Courts	SP01		0.00	0.00	0.00	30,250.00							30,250.00	0.00	30,250.00	-1,140.00	29,110.00
Amphlett Hall	AH01		135,000.00	0.00	135,000.00	-135,000.00							0.00	0.00	0.00		0.00
Arts Centre																	
Non operational in 04/05			0.00	0.00	0.00								0.00	0.00	0.00		0.00
Non operational in 03/04			0.00	0.00	0.00			207,568.78			-207,568.78		0.00	0.00	0.00		0.00
2003-04 Expenditure			0.00	0.00	0.00			891,078.47			-891,078.47		0.00	0.00	0.00		0.00
2004-05 Expenditure			0.00	0.00	0.00			1,543,928.75			-1,543,928.75		0.00	0.00	0.00		0.00
2005-06 Expenditure			0.00	0.00	0.00			62,699.70			-62,699.70		0.00	0.00	0.00		0.00
2004-05 Cinema Equipment			0.00	0.00	0.00			29,096.99			-29,096.99		0.00	0.00	0.00		0.00
Arts Centre Sub-Total			0.00	0.00	0.00	0.00	0.00	2,755,275.10	-2,755,275.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Allotments	AL01		65,000.00	0.00	65,000.00						0.00	2,360.00	65,000.00	0.00	65,000.00		65,000.00
Cemetery																	
Cemetery Lodge			0.00	0.00	0.00												

**Bromsgrove District Council
Asset Register Summary**

BALANCE SHEET - FIXED ASSETS

		2005-06 Outturn											2005-06 Outturn				
		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	
Asset Description	Balance Sheet Code	Revenue Code	Opening Gross Balance as at 01/04/2005	Cumulative Depreciation as at 01/04/2005	Opening Net Balance as at 01/04/2005	Revaluations (Gross) & Adjustments	Write Back of Depreciation to Date on Revaluations	In Year Additions	Write Out of In Year Disposals (Gross)	Write Out of Cumulative Depreciation on Disposals	Depreciation Charged in Year H01	Notional Interest Charged in Year H02	Closing Gross Balance as at 31/03/2006	Cumulative Depreciation as at 31/03/2006	Closing Net Balance as at 31/03/2006	Add Changes in Values 01/04/05 to 31/03/2006	Revised Closing Net Balance as at 31/03/2006
Cemetery - Catshill Garage Store		CE03	21,300.00	0.00	21,300.00						-450.00	700.00	21,300.00	-450.00	20,850.00		20,850.00
Cemetery		-	0.00	0.00	0.00							0.00	0.00	0.00		0.00	
New Cemetery at Catshill (opens 2002/03)		-	0.00	0.00	0.00							0.00	0.00	0.00		0.00	
Cemetery Sub-Total			144,599.80	0.00	144,599.80	0.00	0.00	5,020.00	0.00	0.00	-4,210.00	5,000.00	149,619.80	-4,210.00	145,409.80	0.00	145,409.80
Bromsgrove Museum & TIC		ED91	270,000.00	0.00	270,000.00						-4,000.00	9,500.00	270,000.00	-4,000.00	266,000.00		266,000.00
Football Changing Accommodation																	
Recreation Road Changing Room		RG61	5,000.00	0.00	5,000.00						-1,000.00	200.00	5,000.00	-1,000.00	4,000.00		4,000.00
Charford Changing Room		RG62	69,000.00	0.00	69,000.00						-1,970.00	2,400.00	69,000.00	-1,970.00	67,030.00		67,030.00
Lickey End Changing Room		RG64	45,000.00	0.00	45,000.00						-1,130.00	1,600.00	45,000.00	-1,130.00	43,870.00		43,870.00
St Chads Park Rubery (Rubery Park) Changing Room		RG63	80,000.00	0.00	80,000.00						-2,000.00	2,800.00	80,000.00	-2,000.00	78,000.00		78,000.00
Pavilion (General Building) Sanders Park Changing Room		SP01	104,000.00	0.00	104,000.00	-17,430.00	2,970.00				-2,970.00	3,600.00	86,570.00	0.00	86,570.00	-4,030.00	82,540.00
Changing Accom Sub-Total			303,000.00	0.00	303,000.00	-17,430.00	2,970.00	0.00	0.00	0.00	-9,070.00	10,600.00	285,570.00	-6,100.00	279,470.00	-4,030.00	275,440.00
Market Hall - St John's Street		MH01	600,000.00	-60,000.00	540,000.00	464,100.00	72,000.00				-12,000.00	18,900.00	1,064,100.00	0.00	1,064,100.00	2,970.00	1,067,070.00
Hostels																	
Rubery Lodge		HG16	215,000.00	0.00	215,000.00						-2,960.00	7,500.00	215,000.00	-2,960.00	212,040.00		212,040.00
Holly Lodge		HG15	247,000.00	0.00	247,000.00						-3,710.00	8,700.00	247,000.00	-3,710.00	243,290.00		243,290.00
Wythall Lodge		HG17	112,000.00	0.00	112,000.00						-1,400.00	4,000.00	112,000.00	-1,400.00	110,600.00		110,600.00
Buycott Lodge		HG18	204,000.00	0.00	204,000.00						-2,810.00	7,100.00	204,000.00	-2,810.00	201,190.00		201,190.00
Hamilton House		HG12	212,000.00	0.00	212,000.00						-2,810.00	7,400.00	212,000.00	-2,810.00	209,190.00		209,190.00
Gateway Lickey End		HG13	228,000.00	0.00	228,000.00						-3,250.00	7,900.00	228,000.00	-3,250.00	224,750.00		224,750.00
Hostels Sub-Total			1,218,000.00	0.00	1,218,000.00	0.00	0.00	0.00	0.00	0.00	-16,940.00	42,600.00	1,218,000.00	-16,940.00	1,201,060.00	0.00	1,201,060.00
Shopmobility Facility 2005-0		HW10	0.00	0.00	0.00			98,938.13					98,938.13	0.00	98,938.13		98,938.13
GF - OTHER LAND & BUILDINGS			13,878,703.63	-1,095,310.00	12,783,393.63	3,515,302.20	138,203.00	3,746,267.78	-2,755,275.10	0.00	-420,180.00	445,000.00	18,384,998.51	-1,377,287.00	17,007,711.51	-26,471.00	16,981,240.51
TOTAL LAND & BUILDINGS	144		13,878,703.63	-1,095,310.00	12,783,393.63	3,515,302.20	138,203.00	3,746,267.78	-2,755,275.10	0.00	-420,180.00	445,000.00	18,384,998.51	-1,377,287.00	17,007,711.51	-26,471.00	16,981,240.51
VEHICLES PLANT & EQUIPMENT																	
DEPOT																	
Depot Vehicles & Plant - 2002-03 & Earlier years purchases		Various	220,628.00	-114,052.00	106,576.00				-8,200.00	1,640.00	-36,068.00	4,940.00	212,428.00	-148,480.00	63,948.00		63,948.00
Depot Vehicles & Plant - 2003-04 Purchases		Various	1,131,764.36	-238,263.00	893,501.36						-173,904.00	44,220.00	1,131,764.36	-412,167.00	719,597.36		719,597.36
Depot Vehicles & Plant - 2004-05 Purchases		Various	977,962.00	0.00	977,962.00						-187,605.00	48,420.00	977,962.00	-187,605.00	790,357.00		790,357.00
Depot Vehicles & Plant - 2005-06 (Replacement Equipment for Grounds Maintenance (Various Mowers))		Various	0.00	0.00	0.00			22,602.00					22,602.00	0.00	22,602.00		22,602.00
TECHNICAL SERVICES																	
Key Pads for Car Park Ticket Machines 2004-05		CP00	12,922.65	0.00	12,922.65						-2,580.00	600.00	12,922.65	-2,580.00	10,342.65		10,342.65
Equipment for Shopmobility Facility 2005-06		HW10	0.00	0.00	0.00			11,218.00					11,218.00	0.00	11,218.00		11,218.00
CCTV Control Room 2003-04		CS22															
COMMUNITY SAFETY																	
CCTV Rubery - Community Safety 2003-04		CS22	17,538.34	-2,510.00	15,028.34						-2,510.00	700.00	17,538.34	-5,020.00	12,518.34		12,518.34
CCTV Rubery - Community Safety 2004-05		CS22	7,271.99	0.00	7,271.99						-1,210.00	400.00	7,271.99	-1,210.00	6,061.99		6,061.99
CCTV Station Sites 2003-04 Sch in 2004-05			0.00	0.00	0.00			39,200.00					39,200.00	0.00	39,200.00		39,200.00
CCTV Station Sites (2003-04 Scheme) in 2005-06 (Wythall & Alvechurch)		CS22	0.00	0.00	0.00			35,384.00					35,384.00	0.00	35,384.00		35,384.00
CCTV Hagley Playing Fields 2004-05			0.00	0.00	0.00			25,192.26					25,192.26	0.00	25,192.26		25,192.26
CCTV Hagley Playing Fields 2005-06		CS22	0.00	0.00	0.00			10,797.00					10,797.00	0.00	10,797.00		10,797.00
PLANNING																	
Planning Equipment - 2003-04		AS00	36,513.44	-7,300.00	29,213.44						-7,300.00	1,400.00	36,513.44	-14,600.00	21,913.44		21,913.44
Planning Equipment - 2004-05		AS00	31,494.09	0.00	31,494.09						-6,300.00	1,600.00	31,494.09	-6,300.00	25,194.09		25,194.09
RECREATION																	
Refurbishment of Play Areas - 2003-04		PA01	81,432.52	-5,430.00	76,002.52						-5,430.00	3,800.00	81,432.52	-10,860.00	70,572.52		70,572.52
Dolphin Centre - Pool Inflatable, IT Booking System, Publicity Bds - 2003-04		SC01	68,569.72	-13,710.00	54,859.72						-13,710.00	2,700.00	68,569.72	-27,420.00	41,149.72		41,149.72
Dolphin Centre - New CHP Unit & Heating Controls in Pool Areas 2004-05			84,280.01	0.00	84,280.01	-84,280.01						0.00	0.00	0.00	0.00		0.00
Rubery CCTV (Brook Ret & Rubery Recreation Grounds) 2003-04		SC01	5,701.24	-1,140.00	4,561.24						-1,140.00	200.00	5,701.24	-2,280.00	3,421.24		3,421.24
Tourism - Info Display Points & TIC Computer - 2003-04		ED01	11,711.87	-2,340.00	9,371.87						-2,340.00	500.00	11,711.87	-4,680.00	7,031.87		7,031.87
Tourism - Info Display Points & Signs - 2004-05		ED01	431.37	0.00	431.37						-110.00	0.00	431.37	-110.00	321.37		321.37
Dolphin Centre Sports Hall Inflatable Equipment 2005-06		SC01	0.00	0.00	0.00			7,308.50					7,308.50	0.00	7,308.50		7,308.50
CORPORATE																	
Presentational Equipment in Council Chamber 2004-05		AS00	8,848.32	0.00	8,848.32						-1,770.00	400.00	8,848.32	-1,770.00	7,078.32		7,078.32
Corporate IT Upgrades 2005-06		IT00	0.00	0.00	0.00			62,456.51					62,456.51	0.00	62,456.51		62,456.51
IT Servers for Active Directory 2005-06		IT00	0.00	0.00	0.00			34,249.02					34,249.02	0.00	34,249.02		34,249.02
FINANCIAL SERVICES																	
Financial Services New IT Equipment 2004-05		FS00	7,657.18	0.00	7,657.18						-2,550.00	400.00	7,657.18	-2,550.00	5,107.18		5,107.18
ENVIRONMENTAL HEALTH																	
Contaminated Land Data Mapping Set & Mapping Equipment 2004-05		EH00	15,220.00	0.00	15,220.00						-3,040.00	800.00	15,220.00	-3,040.00	12,180.00		12,180.00
TOTAL VEHICLES PLANT & EQUIPMENT	150		2,793,887.84	-395,305.00	2,398,582.84	-84,280.01	0.00	248,407.29	-8,200.00	1,640.00	-458,127.00	114,180.00	2,949,815.12	-851,792.00	2,098,023.12	0.00	2,098,023.12
INFRASTRUCTURE																	
TECHNICAL SERVICES																	
Highways & Drainage - 2003-04		HW00	174,429.84	-8,720.00													

**Bromsgrove District Council
Asset Register Summary**

BALANCE SHEET - FIXED ASSETS

2005-06 Outturn															2005-06 Outturn		
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)		
Asset Description	Balance Sheet Code	Revenue Code	Opening Gross Balance as at 01/04/2005	Cumulative Depreciation as at 01/04/2005	Opening Net Balance as at 01/04/2005	Revaluations (Gross) & Adjustments	Write Back of Depreciation to Date on Revaluations	In Year Additions	Write Out of In Year Disposals (Gross)	Write Out of Cumulative Depreciation on Disposals	Depreciation Charged in Year H01	Notional Interest Charged in Year H02	Closing Gross Balance as at 31/03/2006	Cumulative Depreciation as at 31/03/2006	Closing Net Balance as at 31/03/2006	Add Changes in Values 01/04/05 to 31/03/2006	Revised Closing Net Balance as at 31/03/2006
Signs - 2003-04		HW07	21,925.56	-1,100.00	20,825.56						-1,100.00	1,000.00	21,925.56	-2,200.00	19,725.56		19,725.56
Bus Shelters - 2003-04		HW04	25,259.12	-2,530.00	22,729.12						-2,530.00	1,100.00	25,259.12	-5,060.00	20,199.12		20,199.12
Highways Furniture - 2003-04		HW05	25,068.54	-5,010.00	20,058.54						-5,010.00	1,000.00	25,068.54	-10,020.00	15,048.54		15,048.54
Mill Lane Access Improvements 2004-05		HW01	0.00	0.00	0.00			12,409.85					12,409.85	0.00	12,409.85		12,409.85
Mill Lane Access Improvements 2005-06		HW01	0.00	0.00	0.00			156,458.50					156,458.50	0.00	156,458.50		156,458.50
Replacement Footbridge - Spadesbourne Brook 2005-06		RG01	0.00	0.00	0.00			13,195.00					13,195.00	0.00	13,195.00		13,195.00
LEISURE SERVICES																	
Brook Road Recreation Ground - Replacement Footbridge - 2003-04		RG01	14,150.00	-710.00	13,440.00						-710.00	700.00	14,150.00	-1,420.00	12,730.00		12,730.00
Millennium Way Footpath - 2003-04		RG01	2,221.05	-440.00	1,781.05						-440.00	100.00	2,221.05	-880.00	1,341.05		1,341.05
			0.00	0.00	0.00								0.00	0.00	0.00		0.00
TOTAL INFRASTRUCTURE	145		342,578.24	-18,510.00	324,068.24	0.00	0.00	188,439.60	0.00	0.00	-22,840.00	16,100.00	531,017.84	-41,350.00	489,667.84	0.00	489,667.84
COMMUNITY ASSETS																	
Rubery Bowling Green & Changing Room		RG03	0.00	0.00	0.00								0.00	0.00	0.00		0.00
Sanders Park (Inc. 2004/5 & 2005/6)		SP00	80,911.00	0.00	80,911.00			190,970.67			0.00	4,000.00	271,881.67	0.00	271,881.67		271,881.67
Sanders Park Improvements 2004-05			0.00	0.00	0.00			0.00					0.00	0.00	0.00		0.00
Sanders Park Improvements 2005-06			0.00	0.00	0.00			0.00					0.00	0.00	0.00		0.00
Recreation Grounds Improvements to Recreation Grounds & Open Spaces - 2003-04		RG01	41,361.00	0.00	41,361.00						0.00	2,000.00	41,361.00	0.00	41,361.00		41,361.00
Other Open Spaces		RG01	37,262.12	0.00	37,262.12						0.00	1,800.00	37,262.12	0.00	37,262.12		37,262.12
Amenity Areas		AA01	5,400.00	0.00	5,400.00						0.00	300.00	5,400.00	0.00	5,400.00		5,400.00
Frankley Open Spaces		FY00	7,714.00	0.00	7,714.00						0.00	400.00	7,714.00	0.00	7,714.00		7,714.00
Cemeteries (Old)		CE01	23,543.00	0.00	23,543.00						0.00	1,200.00	23,543.00	0.00	23,543.00		23,543.00
Cemeteries (New Catshill)		CE01	4,000.24	0.00	4,000.24						0.00	200.00	4,000.24	0.00	4,000.24		4,000.24
		CE01	478,401.00	0.00	478,401.00						0.00	23,680.00	478,401.00	0.00	478,401.00		478,401.00
TOTAL COMMUNITY ASSETS (GF)	146		678,592.36	0.00	678,592.36	0.00	0.00	190,970.67	0.00	0.00	0.00	33,580.00	869,563.03	0.00	869,563.03	0.00	869,563.03
INVESTMENT PROPERTIES (NON-OPERATIONAL)																	
HRA - Non-Operational Land			31,500.00	0.00	31,500.00	-29,500.00			-2,000.00		0.00	0.00	0.00	0.00	0.00		0.00
General Fund																	
Waste Transfer Station, Depot Aston Rd		DP04	160,000.00	0.00	160,000.00						0.00	5,600.00	160,000.00	0.00	160,000.00		160,000.00
GF - Non-Operational Land			0.00	0.00	0.00	29,500.00							29,500.00	0.00	29,500.00		29,500.00
Miscellaneous Land			0.00	0.00	0.00								0.00	0.00	0.00		0.00
HRA Land (Transferred to IP04 Assets)		IP04	0.00	0.00	0.00								0.00	0.00	0.00		0.00
GF LAND			160,000.00	0.00	160,000.00	29,500.00	0.00	0.00	0.00	0.00	0.00	5,600.00	189,500.00	0.00	189,500.00	0.00	189,500.00
Amphlett Hall		AH01	0.00	0.00	0.00	112,410.00					0.00	4,700.00	112,410.00	0.00	112,410.00	-4,750.00	107,660.00
Industrial Sites & Units																	
Aston Fields Industrial Estate		IP00	0.00	0.00	0.00								0.00	0.00	0.00		0.00
33-51 Sherwood Road		IP02	238,500.00	0.00	238,500.00	-98,500.00					0.00	8,300.00	140,000.00	0.00	140,000.00	10,000.00	150,000.00
Workshops r/o Museum		ED98	0.00	0.00	0.00								0.00	0.00	0.00		0.00
Industrial Sites & Units Sub-Total			238,500.00	0.00	238,500.00	-98,500.00	0.00	0.00	0.00	0.00	0.00	8,300.00	140,000.00	0.00	140,000.00	10,000.00	150,000.00
Sundry Planning Properties																	
Sundry Planning Properties		IP03	0.00	0.00	0.00								0.00	0.00	0.00		0.00
45 Worcester Road		IP05	0.00	0.00	0.00								0.00	0.00	0.00		0.00
4749 Worcester Road		IP06	0.00	0.00	0.00								0.00	0.00	0.00		0.00
51 Worcester Road		IP06	0.00	0.00	0.00								0.00	0.00	0.00		0.00
39 Worcester Road			0.00	0.00	0.00								0.00	0.00	0.00		0.00
Balancing Figure			0.00	0.00	0.00								0.00	0.00	0.00		0.00
Low Cost Housing			3,445,200.00	0.00	3,445,200.00	2,367,750.00			-77,700.00				5,735,250.00	0.00	5,735,250.00	100,500.00	5,835,750.00
GF - INVESTMENT PROPERTIES	147		3,843,700.00	0.00	3,843,700.00	2,411,160.00	0.00	0.00	-77,700.00	0.00	0.00	18,600.00	6,177,160.00	0.00	6,177,160.00	105,750.00	6,282,910.00
Other Long Term Capital Outlay (General Fund)			0.00	0.00	0.00								0.00	0.00	0.00		0.00
TOTAL INVESTMENT PROPERTIES	147		3,875,200.00	0.00	3,875,200.00	2,381,660.00	0.00	0.00	-79,700.00	0.00	0.00	18,600.00	6,177,160.00	0.00	6,177,160.00	105,750.00	6,282,910.00
ASSETS UNDER CONSTRUCTION																	
Arts Centre - Non operational in 03/04			207,568.18	0.00	207,568.18			-207,568.18					0.00	0.00	0.00		0.00
2003-04 Expenditure			891,078.47	0.00	891,078.47			-891,078.47					0.00	0.00	0.00		0.00
2004-05 Expenditure			1,543,928.75	0.00	1,543,928.75			-1,543,928.75					0.00	0.00	0.00		0.00
			0.00	0.00	0.00								0.00	0.00	0.00		0.00
Arts Centre Cinema Equipment 2004-05			50,000.00	0.00	50,000.00			-50,000.00					0.00	0.00	0.00		0.00
			0.00	0.00	0.00								0.00	0.00	0.00		0.00
CCTV Station Sites 2003-04 Sch in 2004 05			39,200.00	0.00	39,200.00			-39,200.00					0.00	0.00	0.00		0.00
CCTV Hagley Playing Fields 2004-05			25,192.26	0.00	25,192.26			-25,192.26					0.00	0.00	0.00		0.00
Mill Lane Access Improvements 2004-05			12,409.85	0.00	12,409.85			-12,409.85					0.00	0.00	0.00		0.00
Dolphin Centre Upgrade 2004-05			601,513.90	0.00	601,513.90			-601,513.90					0.00	0.00	0.00		0.00
Sanders Park Improvements 2004-05			23,417.09	0.00	23,417.09			-23,417.09					0.00	0.00	0.00		0.00
Rubery Park Improvements 2004-05			1,423.23	0.00	1,423.23								1,423.23	0.00	1,423.23		1,423.23
Rubery Park Improvements 2005-06			0.00	0.00	0.00			50,290.00					50,290.00	0.00	50,290.00		50,290.00
Regeneration of Two Allotment Sites 2005-06			0.00	0.00	0.00			12,965.05					12,965.05	0.00	12,965.05		12,965.05
Committee Minutes System 2005-06			0.00	0.00	0.00			7,320.00					7,320.00	0.00	7,320.00		7,320.00
ICT Infrastructure Scheme 2005-06			0.00	0.00	0.00			1,432,181.10					1,432,181.10	0.00	1,432,181.10		1,432,181.10
Internet/Intranet Development 2005-06			0.00	0.00	0.00			5,275.00					5,275.00	0.00	5,275.00		5,275.00
CCTV Scheme (Wythall/Drakes Cross) 2005-06			0.00	0.00	0.00			765.00					765.00	0.00	765.00		765.00
			0.00	0.00	0.00								0.00	0.00	0.00		0.00
			0.00	0.00	0.00								0.00	0.00	0.00		0.00
			0.00	0.00	0.00												

Asset Review Methodology

Principles

The Asset Review is supported by a set of principles drawn up by the Corporate Property Officer and agreed by the Corporate Property Group.

1. In carrying out the review of all assets the Corporate Property Group shall have:
 - A plan of the asset
 - Details of all rental income
 - Details of usage
 - Details of running cost (including Gas, Electricity, Water, Rates)
 - Details of the management costs
 - Details of the asset's status in regard to condition surveys and maintenance backlogs
 - Details of any income from users (e.g. Car Park charges)
 - Details of the performance indicators for each asset, actual performance against those indicators to enable comparison against indicators for the same property type.
2. The Group shall assess the asset using the Decision Tree (please see below), evaluation framework, performance indicator and information and performance criteria checklist.
3. The main findings and conclusions of the review will be reported to Executive Committee with recommendations improved performance or other action required

Data

To satisfy these principles it is necessary to extract relevant data for the property under review.

In the past information has been held in various sources in electronic or paper format. This data will be incorporated into the Asset Register as part of the spatial project.

The mechanism of the review process is to extract the relevant information from the data, both for the individual property under review and for the class of property into which it falls so that comparisons can be made (benchmarking).

A template has been established for bringing together this data for each property as it is reviewed.

Property Review Template	
USER	Description of user i.e. Tenant (with type, e.g. SME) / Council operational occupier.
REASON HELD	Why the council owns the asset and how it meets the Council objectives.
ASSET NUMBER	Each asset is held in the asset register and has an identification number.
DDA COMPLIANT	The Disability Discrimination Act requires all services to be accessible to the disabled. This entry indicates whether the asset provides the requisite accessibility.
MAINTENANCE BACKLOG	An assessment of the cost of bringing the asset up to a reasonable standard by tackling outstanding maintenance issues.
RENTAL INCOME	Total amount invoiced to tenants in the previous financial year
MANAGEMENT COSTS	The cost of 'administering' that asset; includes such costs as utilities, rates, staff time, building repairs, vandalism repairs (all taken from the council's accounts. Please see "Template Notes" below.
DEPRECIATION & CAPITAL CHARGE	The accountancy straight line depreciation and the capital charge (currently 4.5% of capital value) to reflect the actual usage (equivalent of rent) of the asset.
NET 'PROFIT' /SQ M GIA	(Rental income minus management costs) divided by the GIA measure of floor area
GIA	Gross Internal Area – basically the measure of the building from the inside face of each outside wall but not discounting the space occupied by any internal walls (Royal Institute of Chartered Surveyors booklet gives more information)
GROSS RETURN	Gross rental income divided by capital value
NET RETURN	(Gross rent minus management costs) divided by capital value
CLASS AVERAGE	The average figure for this class of the Council's property.
DECISION TREE VERDICT	Assessment of property need by Council using the 'Decision Tree'
EXISTING USE VALUE	As assessed in ongoing revaluations (date of valuation in brackets). This is the existing use value (ie ignoring any

	potential change of use and value which that may generate) as needed for the Council's accounts. Please see "Template Notes" below.
CURRENT SALE VALUE	Current assessment of the open market value having regard to likely planning consents but without the benefit of actual consents. Please see "Template Notes" below.
COMMENTARY	Brief description of property and its advantages / disadvantages. Including a review of suitability.
CONCLUSION	Anticipated future for property in view of above.
IMPLICATIONS	Affect (if any) of that future on the operation of Council.
RECOMMENDATION	Recommendation of asset management group to Executive Committee on what to do with the asset.

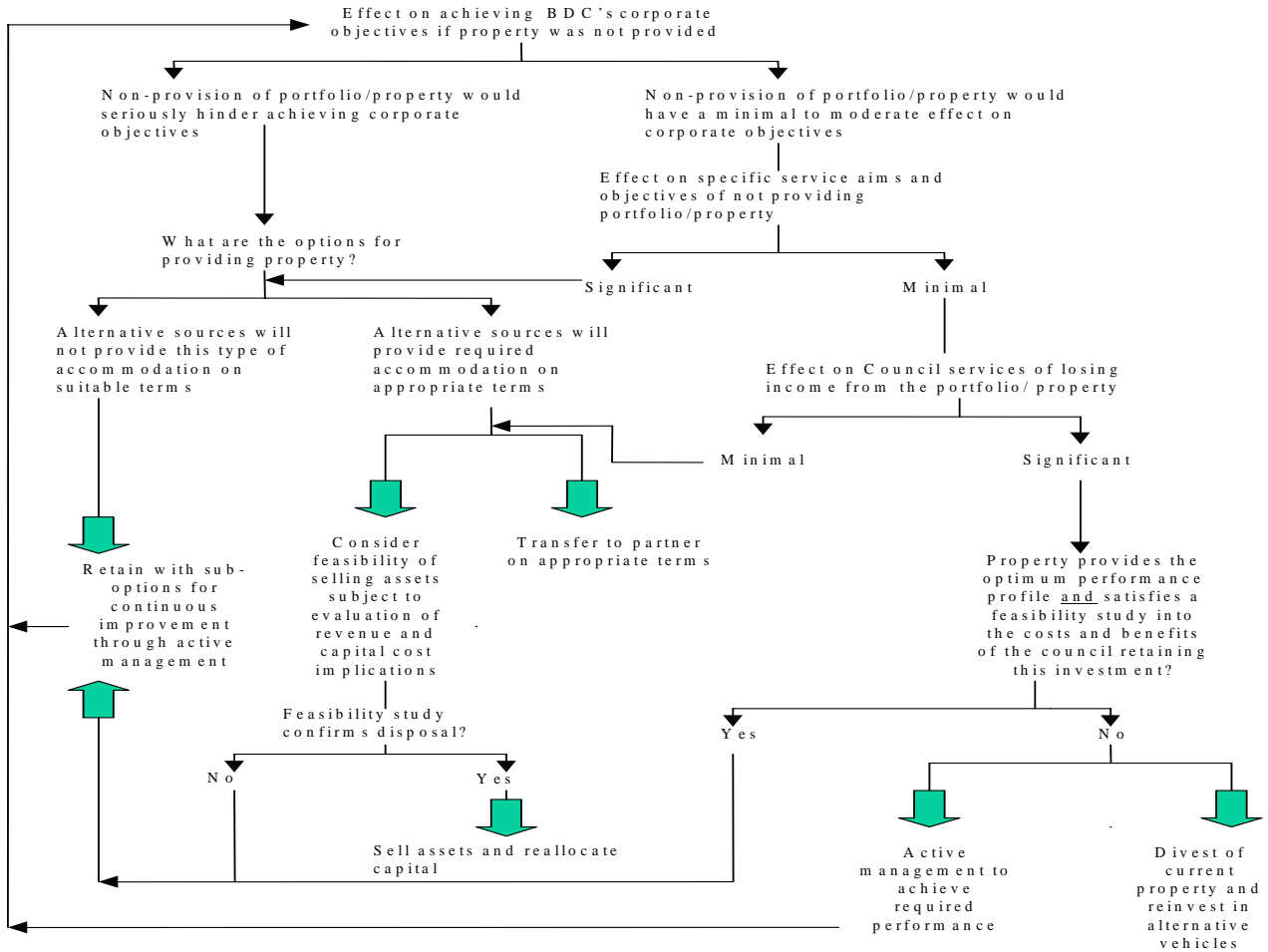
The Decision Tree

The review also includes a 'Decision Tree' mechanism for establishing whether there is benefit to the Council in retaining or selling a property. The decision tree provides a route map to deciding the future of the asset. The conclusion is used to inform the Property Review. It is re-presented here.

Methodology – Summary

1. Extract data needed using 'Principles For Property Review'
2. Transfer to template
3. Assess property in accordance with decision tree as applicable and include conclusion in the template
4. Complete textual elements of template
5. Present completed template to CAPG for recommendation to CMT
6. CPO to present CAPG recommendations in summary form to CMT
7. CMT to agree recommendations for the future of the asset
8. CPO to discuss CMT agreed recommendations to Member with Portfolio and establish political viewpoint.
9. CPO and Member with Portfolio to present summary report of the Property Review and agreed recommendations from CMT to Executive Cabinet. Decisions to dispose or acquire property are further reported to Council as required by Executive Cabinet.
10. Following Executive Cabinet the Scrutiny Steering Board may "call in" the decision. At this point both CPO and the Member with Portfolio are required to address Scrutiny Steering Board to explain the process and provide evidence as to the robustness of the decision.

**INVESTMENT PROPERTY PORTFOLIO :
DECISION TREE FOR REVIEW AND CHALLENGE**



PROPERTY REVIEW

COUNCIL HOUSE

USER	
REASON HELD	
ASSET NUMBER	
DDA COMPLIANT	
MAINTENANCE BACKLOG	
RENTAL INCOME	
MANAGEMENT COSTS	
DEPRECIATION & CAPITAL CHARGE	
NET 'PROFIT' /SQ M GIA	
GIA	
GROSS RETURN	
NET RETURN	
CLASS AVERAGE	
DECISION TREE VERDICT	
EXISTING USE VALUE	
CURRENT SALE VALUE	

COMMENTARY (Suitability)

-
-

CONCLUSION

-
-

IMPLICATIONS

-
-

RECOMMENDATION

-



**Bromsgrove District Council
Suitability Survey Form**

Service:			
Property Name:		UPRN:	
Location address:		Ward:	
		Postcode:	
Current use:			
Floor areas:	Gross Internal:		Net Internal:
No. of occupants	Full time:		Part time:
Form completed by:			
Position:			
Contact details:			

Notes:

Please provide a rating for each factor by ticking the appropriate box

Categories:

Suitability Gradings		Health and Safety Gradings	
A	Suitable	H	Problems which present an immediate high risk or constant H&S risk to occupants or the public
B	Not completely suitable – can be improved	M	Problems which present a medium risk to the occupants or the public and require constant management to ensure H&S
C	Not completely suitable – cannot be improved	L	Problems which present a low risk to the occupants or the public and require some management to ensure H&S
D	Unsuitable	O	No Health and Safety issues

** Where it has been decided that Category “D” (unsuitable) is relevant, please give details:

Section 1 – Location	A	B	C	D	H	M	L	O
How well is the property located to serve its customer / stakeholders?								
Is the property conveniently located to a good public transport network?								
Is the public on-site parking adequate? (H&S issues)								
Is the staff on-site parking adequate? (H&S issues)								
If unsuitable, please give details as to why and whether there is a remedy?								
If problems present a High Risk to H&S of occupants / serious breach of legislation please give details.								

Section 2A – Accessibility								
Have building managers and staff been fully trained in access issues relating to the property?	Yes			No				
Please provide details of the training events (i.e., who delivered the event and date undertaken)								
Section 2B – Accessibility	A	B	C	D	H	M	L	O
Is the property easily accessible for people with special needs? <i>(Consider ramp access, automatic doors, designated disabled persons parking, those using prams / buggies, H&S issues)</i>								
Does the internal layout of the property permit ease of movement? <i>(Consider the width of doorways & corridors, changes in internal levels and lift provision, H&S issues)</i>								
Is the external signage to the property adequate? <i>(Consider their position, quality, clarity & whether they are up to date)</i>								
Is the internal signage to the property adequate? <i>(Consider their position, quality, clarity, format (e.g., for disabled / community language users) & whether they are up to date)</i>								
If unsuitable, please give details as to why and whether there is a remedy?								
If problems present a High Risk to H&S of occupants / serious breach of legislation please give details.								
Section 3 – Environment	A	B	C	D	H	M	L	O
Does the heating system for the property enable you to consistently maintain a suitable temperature? <i>(H&S issues)</i>								
Does the heating system meet your requirement? <i>(Consider ability to heat different rooms for different time-spans to different temperatures)</i>								
Is the level of ventilation currently achieved acceptable? <i>(H&S issues)</i>								
Does the current method of ventilation generate other problems which interfere with service being delivered? <i>(Consider external noise, fumes etc. H&S issues)</i>								
Does the means of lighting achieve satisfactory levels? <i>(H&S issues)</i>								
Are the means of controlling the lighting arrangements satisfactory? <i>(Consider whether the type of lighting is appropriate, the ability to zone the lighting is suitable)</i>								
Are working areas suitably protected from excessive sunlight? <i>(H&S issues)</i>								
Are the acoustics within the property suitable? <i>(Consider the noise levels between rooms, height and finish / type of ceilings, H&S issues)</i>								
Is the internal decoration to a suitable level for the current use?								
Do the floor finishes meet the requirement for the current use? <i>(Are there any H&S issues relating to the danger from a slippery floor)</i>								
If unsuitable, please give details as to why and whether there is a remedy?								

If problems present a High Risk to H&S of occupants / serious breach of legislation please give details.								
Section 4 – Safety & Security	A	B	C	D	H	M	L	O
Does the property provide a safe and secure environment for its occupants? <i>(Consider whether the property has a current Fire Certificate, H&S issues)</i>								
Is the property equipped with suitable means of reducing the impact of crime / vandalism? <i>(the need for and type of such systems should be set against the historic incidence rate)</i>								
Are there suitable means within the property for dealing with the initial outbreak of a fire? <i>(Consider the type and number of fire extinguishers, sprinkler systems, hose reel, H&S issues)</i>								
Are emergency procedures in place for building evacuation in case of fire, bomb threat etc? <i>(H&S issues)</i>								
Have risk assessments been carried out and measures taken to minimize risks to the occupants? <i>(H&S issues)</i>								
If problems present a High Risk to H&S of occupants / serious breach of legislation please give details.								
Section 5 – Space	A	B	C	D	H	M	L	O
Is the layout of the space suitable for the purpose of service delivery? <i>(Consider how the different parts of the property relate to each other and whether facilities are located in the right place, H&S issues)</i>								
Is the property the right size? <i>(Consider whether service delivery is being affected by it being too small or too big)</i>								
Is the property the right shape? <i>(Consider whether its shape inhibits service delivery e.g. open plan / cellular offices)</i>								
Is the storage space adequate? <i>(Consider the type of material being stored, the environment required to store it e.g., dry atmosphere, the period to be stored – long / short term, potential H&S issues relating to racking, lifting & fire)</i>								
Are there adequate welfare facilities for staff? <i>(Consider the need and extent for kitchen / canteen facilities, a medical room, changing facilities, H&S issues)</i>								
Are the toilet facilities suitable? <i>(Consider the provision for both able and disabled persons; is there a need for toilets for the public, H&S issues)</i>								
Are the reception facilities suitable for the purpose? <i>(Consider the extent to which they balance openness and ease of access with staff security, height and width of reception, obstructions, glass screens around, H&S issues)</i>								
Are the interview facilities suitable for the purpose? <i>(Consider noise transfer, panic button, ambience, ventilation, H&S issues)</i>								
If unsuitable, please give details as to why and whether there is a remedy?								
If problems present a High Risk to H&S of occupants / serious breach of legislation please give details.								

Section 6 – Fixtures & Fittings	A	B	C	D	H	M	L	O
Is the IT infrastructure adequate? <i>(Consider whether there is sufficient cabling, whether systems are networked, whether there is access to a main intranet)</i>								
Is there an adequate supply and distribution of power points? <i>(Consider whether single power points serve more than one appliance; the location requires excessive cable runs across active working areas, potential H&S issues)</i>								
Has adequate provision been made for services? <i>(Consider gas, electricity, water and telecommunications)</i>								
Is the property suitable for persons with special needs? <i>(Consider the need for good visual and sensory aids; an induction loop)</i>								
If unsuitable, please give details as to why and whether there is a remedy?								
If problems present a High Risk to H&S of occupants / serious breach of legislation please give details.								
Section 7 – Image	A	B	C	D	H	M	L	O
Is the age of the building appropriate? <i>(Consider whether the service is better delivered from an older low profile property as distinct from a new high profile one)</i>								
Is the type of construction appropriate? <i>(Consider perception issues arising from temporary type of structures, “heavy” architecture, relative to the nature of the service being delivered)</i>								
Does the accessibility to the property convey the necessary degree of openness? <i>(Consider main entrance doors off an alley / side road; a forbidding type of doorway, H&S issues)</i>								
Does the property look “shabby”? <i>(Consider whether the external decoration appears reasonable; the presence of graffiti, leaking gutters / downpipes causing mould growth or staining walls; damage to boundary walls and plating etc.)</i>								
Is the external planting suitable? <i>(Consider the extent to which it is needed relative to the location; the extent to which it “softens” the structure of the property; offers hiding places for “undesirables”, restricts access to the generality of the property thereby reducing the risk of vandalism)</i>								
Are the external and internal planting areas adequate?								
Is the property suitable for persons with special needs? <i>(Consider the need for good visual and sensory aids; an induction loop)</i>								
Are public reception areas comfortable and inviting? <i>(Consider whether the reception point is clearly visible, that the furniture is suitable, the extent to which the area is used as a “store” for redundant equipment, stationery; the posters that are displayed and their appearance)</i>								
Is the cleaning regime suitable for the purpose?								
If unsuitable, please give details as to why and whether there is a remedy?								
If problems present a High Risk to H&S of occupants / serious breach of legislation please give details.								
General								
<ol style="list-style-type: none"> 1. The development of a suitability assessment covering the entire Operational Portfolio of the Council is a requirement under the Corporate Asset Management Plan. 2. The purpose of the questionnaire is to provide Services with a structured format enabling 								

them to undertake this very subjective assessment.

3. The exercise should have positive benefits for Services by highlighting issues (insofar as they were not already known) and enabling either a programme of works to be developed to bring existing property up to a reasonable operating standard or identifying the need for replacement.

BROMSGROVE DISTRICT COUNCIL

3rd JANUARY 2007

EXECUTIVE CABINET

IMPROVEMENT PLAN EXCEPTION REPORT [OCTOBER 2006]

Responsible Portfolio Holder	Councillor Roger Hollingworth Leader of the Council
Responsible Officer	Hugh Bennett Assistant Chief Executive

1. SUMMARY

- 1.1 To report to the Executive Cabinet to ask them to consider the attached updated Improvement Plan Exception Report October 2006.

2. RECOMMENDATION

- 2.1 That the Cabinet consider and approve the revisions to the Improvement Plan Exception Report, and the corrective action being taken.
- 2.2 That the Cabinet note that 76% of the Improvement Plan is on target [green]15% is one month behind [amber] and 9% is over one month behind[red].

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 OCTOBER 2006

- 4.1 Recommendations for change to the Exception Report have been received from the Leader's group. These changes include the decision that in future only the Improvement Plan Exception Report be submitted to Cabinet.
- 4.2 The full Improvement Plan will provide background information only and will be emailed to Members. The Improvement Plan will also be posted onto the Council website at the address at the end of this report. A number of printed colour copies will also be placed in the Member's room for reference.






4.3 Overall performance as at the end October 2006 is as follows: -

October 2006

September 2006

RED	13	9%	RED	9	6%
AMBER	22	15%	AMBER	46	29%
GREEN	114	76%	GREEN	103	65%

Where: -

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

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

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

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.
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	Yes
Head of Financial Services	Yes
Head of Legal & Democratic Services	Yes
Head of Organisational Development & HR	Yes
Corporate Procurement Team	No

11 **APPENDICES**

Appendix 1 Improvement Plan Exception Report October 2006

12 **BACKGROUND PAPERS:**

Full Improvement Plan for October has been e mailed to all Members and can also be found at www.bromsgrove.gov.uk Under meetings Minutes and Agendas where there is a direct link to the Improvement Plan.

CONTACT OFFICER

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Exception Report for October Improvement Plan

1. Improved image and perception of the Council				Who	Original Date	Revised Date
Ref	October Action	Colour	Corrective Action			
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. 2006 393 returned 12 still outstanding	JP	31 Aug 06	31 Nov 06

Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
1.1	Improved Image/ perception of the Council														
1.3.1	Establish Accurate information on workforce profile sending out pro-forma asking for verification /identification of missing information.	JP													<p>Questionnaire sent out to all employees in July.</p> <p>393 returned. Approximately 12 outstanding.</p> <p>Outstanding forms being chased through the relevant Heads of Service.</p>

Exception Report for October Improvement Plan

1	Improved Image/ perception of the Council.					
Ref	October Action	Colour	Corrective Action	Who	Original Date	Revised Date
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 Dec 2006.	JP	30 Sept 06	31 Dec.06

Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	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 Dec.06.

Exception Report for October Improvement Plan

6	Public feel involved in the democratic process and able to influence decision making about what is happening in their neighbourhood.					
Ref	October Action	Colour	Corrective Action	Who	Original Date	Revised Date
6.1.1	Agree approach to neighbourhood management with partners.		Draft report planned for 30 November 2006 LSP Board meeting and November Leaders Group.	HB	30 Sept 06	30 Nov.06

Ref.	Action	Lead													Corrective Action	
			July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
6.1	Neighbourhood Management.															
6.1.1	Agree approach with partners.	HB														Draft Report planned for 30 Nov 06 LSP Board meeting Novembers Leader's group.

7.	Improve Customer and Performance Culture of the Council					
Ref	October Action	Colour	Corrective Action	Who	Original Date	Revised Date
7.2.3	Review of PDR forms and processes		Drafts completed. Consultation date closed on 27 October.	JP	31 Oct 06	30 Nov.06

Exception Report for October Improvement Plan

Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
7	Improve Performance and Culture of the Council.														
7.2.3	Review of PDR forms and processes .	JP													Drafts completed. Consultation date closed on 27 October.

7.	Improve Customer and Performance Culture of the Council							
Ref	October Action	Colour	Corrective Action			Who	Original Date	Revised Date
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 Sept 06	30 Apr.07

Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
7	Improve Performance and Culture of the Council.														
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.

Exception Report for October Improvement Plan

7.	Improve Customer and Performance Culture of the Council					
Ref	October Action	Colour	Corrective Action	Who	Original Date	Revised Date
7.3.1	Appoint Corporate Policy and Performance Officer.		Two appointments made. Both subsequently declined the offer. An interim appointment has now been made until 31 March 2007 Additional interim to be appointed until permanent replacements are available.	HB	30 Sept 06	06 Nov.06

Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
7	Improve Performance and Culture of the Council.														
7.3.1	Appoint Corporate Policy and Performance Officer.	HB													Two appointments made. Both subsequently declined the offer. An interim appointment has now been made until 31 March 2007 Additional interim to be appointed until permanent replacements are available.

Exception Report for October Improvement Plan

7.	Improve Customer and Performance Culture of the Council					
Ref	October Action	Colour	Corrective Action	Who	Original Date	Revised Date
7.7.3	Customer First posters agreed and displayed.		Approved waiting for three other posters to be printed all will be launch in December.	HB	30 Oct 06	31 Dec 06

Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
7.7.3	Customer First posters agreed and displayed.														Approved waiting for three other posters to be printed all will be launch in December.

Exception Report for October Improvement Plan

8.	Re-development of Bromsgrove Town Centre					
Ref	October Action	Colour	Corrective Action	Who	Original Date	Revised Date
8.1.2	Carry out issues and options analysis.		Meeting set for 12 December to discuss goals and objectives	PS/ DH/ MD	30 Aug 06	12 Dec 06

Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	Re-development of Bromsgrove Town Centre														
8.1.2	Carry out issues and options analysis.														Meeting set for 12 December to discuss goals and objectives.

Exception Report for October Improvement Plan

12	Culture and Community					
Ref	October Action	Colour	Corrective Action	Who	Original Date	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 2006	JG	31 Aug 06	15 Nov.06

Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
12	Culture and Community														
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 2006

Exception Report for October Improvement Plan

12	Culture and Community					
Ref	October Action	Colour	Corrective Action	Who	Original Date	Revised Date
12.1.5	Draft position statement Produced.		Due to the current management capacity issues an external consultant has been appointed write the self assessment for Jan 07	PS	30 Sept 06	31 Jan 07

Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
12	Culture and Community														
12.1.5	Draft position statement Produced.														Due to the current management capacity issues an external consultant has been appointed write the self assessment for Jan 07.

Exception Report for October Improvement Plan

12	Culture and Community					
Ref	October Action	Colour	Corrective Action	Who	Original Date	Revised Date
2.1.6	Gap Analysis carried out related to KLOE12.2.1.		External consultant to be appointed to write the self-assessment. Re-programmed for January 07.	PS	30 Sept 06	31Jan 06

Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
12	Culture and Community														
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 January 07.

Exception Report for October Improvement Plan

12	Culture and Community								
Ref	October Action	Colour	Corrective Action				Who	Original Date	Revised Date
12.1.7	Improvement Action plan produced		Completed by 30 January 2007				PS	30 Sept 06	30 Jan 07

Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
12	Culture and Community														
12.1.7	Improvement Action plan produced														Completed by 31 January 2007

Exception Report for October Improvement Plan

12	Culture and Community								
Ref	October Action	Colour	Corrective Action				Who	Original Date	Revised Date
12.1.8	Improvement Action plan produced		Completed by 31 January 2007				PS	30 Sept 06	31 Jan 07

Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
12	Culture and Community														
12.1.8	Organise a peer inspection														To be reviewed pending decision on Corporate CPA inspection.

Exception Report for October Improvement Plan

12	Culture and Community					
Ref	October Action	Colour	Corrective Action	Who	Original Date	Revised Date
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	31 July 06	31 Dec 06

Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
12	Culture and Community														
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.

15	Improved Access to Services Electronically.
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Exception Report for October Improvement Plan

Ref	October Action	Colour	Corrective Action	Who	Original Date	Revised Date
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	31 Oct 06	30 Nov.06

Ref.	Action	Lead													Corrective Action	
			July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
15.2.2	Develop complaint handling procedure	DP														A draft procedure is being developed in consultation with staff. To be completed by 30 Nov 06.

16	Improved Access to Services Electronically.
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Exception Report for October Improvement Plan

Ref	October Action	Colour	Corrective Action	Who	Original Date	Revised Date
16.1.3	Install software system		System will be installed when final decision has been made. Due to ICT and departmental staffing pressures a new completion date of 31 st March 2007 has been agreed.	DP	31 Oct 06	31 March 07

Ref.	Action	Lead													Corrective Action		
			July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June			
16.1.3	Install software system	DP															System will be installed once a final selection has been made. Dependant upon 16.1.2 Due to ICT departmental staffing pressures and the timescales for funding approval, a new completion date of the 31 March 07.

Exception Report for October Improvement Plan

16	Improved Access to Services Electronically.					
Ref	October Action	Colour	Corrective Action	Who	Original Date	Revised Date
16.1.4	Install large screen for customers		This will be included as part of the system installation Due to ICT and departmental staffing pressures a new completion date of 31 March 2007 has been set.	DP/ HB	31 Oct 06	31 March 07

Ref.	Action	Lead													Corrective Action	
			July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
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. Due to ICT departmental staffing pressures and the timescales for funding approval. A new completion date of the 31 March 2007 has been agreed.

Exception Report for October Improvement Plan

17	Improved Access to Services Electronically.					
Ref	October Action	Colour	Corrective Action	Who	Original Date	Revised Date
17.3.1	Introduce letter answering guidelines.		Guidelines to be introduced in the complaints handling procedure. This action is linked to 15.1.3 A new completion date of 28 February 2007 has been agreed.	DP	31 July 06	28 Feb 07

Ref.	Action	Lead													Corrective Action	
			July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
17.3.1	Introduce letter answering guidelines	DP/H B														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 28 Feb 07 has been agreed.

Exception Report for October Improvement Plan

17	Improved Access to Services Electronically.					
Ref	October Action	Colour	Corrective Action	Who	Original Date	Revised Date
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 action is linked to 15.1.3 A new completion date of 28 February 2007 has been agreed.	DP	31 July 06	28 Feb 07

Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
17.3.2	Introduce method of monitoring letter answering and producing statistics to support monitoring process	DP/H B													Monitoring will be undertaken as part of the complaints handling system This action is linked to 15.1.3 A new completion date of 28 Feb 07 has been agreed.

Exception Report for October Improvement Plan

Human resources and Organisational Development						
Improved Governance						
Ref	October Action	Colour	Corrective Action	Who	Original date	Revised Date
18.1.2	Group leaders to undertake 1:1 interviews with Councillors for training needs analysis.		Some training needs analysis forms still outstanding and need to be progressed	JP	31 Aug 06	To be agreed

Human Resources and organisational Improvement														
Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
Group leaders to undertake 1:1 interviews with Councillors for training needs analysis.	JP													Some training needs analysis forms still outstanding and need to be progressed.

Exception Report for October Improvement Plan

Human resources and Organisational Development						
Improved Governance						
Ref	October Action	Colour	Corrective Action	Who	Original date	Revised Date
18.1.5	Commence implementation of training programme		Modern Councillor Programme will be launched at January Full Council Start of the delivery of the training programme will not be adversely affected.	JP	30 Nov. 06	Jan 07

Human Resources and organisational Improvement															
Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
18.1.5	Commence implementation of training programme	JP													Modern Councillor Programme to be launched at January Full Council.

Exception Report for October Improvement Plan

Human Resources and organisational Improvement

Suitably Skilled Workforce

19.1.5	Develop succession planning policy		Re-programmed due to capacity issues.	JP	31 Oct 06	31 Jan.06
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Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
19.1.5	Develop succession planning policy	JP													Re-programmed due to capacity issues.

Human Resources and organisational Improvement

Suitably Skilled Workforce

19.2.3	Implement actions from staff survey from staff survey.		Completion of tasks ongoing From a total of 39 actions 20 remain to be delivered	JP	Started July 06	Ongoing
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Human Resources and organisational Improvement

Ref	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
19.2.3	Implement actions from staff survey from staff survey.	JP													From a total of 39 actions there are 20 remaining to be delivered.

Exception Report for October Improvement Plan

Human Resources and organisational Improvement						
19.3.2	Develop workforce plan.		Re-programmed, in order to create capacity for managers.	JP	31 July 06	1 April 07

Human Resources and organisational Improvement															
Ref	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
19.3.2	Develop workforce plan.														From a total of 39 actions there are 20 remaining to be delivered.

Exception Report for October Improvement Plan

Human Resources and organisational Improvement						
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 to continue consultation due to their internal lack of capacity issues	JP	30 Sept 06	30 Dec 06

Human Resources and organisational Improvement															
Ref	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
20.1.5	Adopt new sickness absence policy	JP													Out to consultation and re programmed to allow more time for unions.

Exception Report for October Improvement Plan

Human Resources and organisational Improvement						
Improved Performance in Key HR Measures						
20.1.6	Provide training on new policy and support documentation		Training to be reviewed to ensure appropriate balance between training and delivery	JP	30 Sept 06	31Jan 06

Human Resources and organisational Improvement															
Ref	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
20.1.6	Provide training on new policy and support documentation	JP													

Exception Report for October Improvement Plan

Improved Financial Management and Improved Services.						
21.1.9	Kloe 2 Financial Management Develop cash flow forecasts		Daily cash flow forecasts are produced. A more comprehensive forecast will be produced as part of the review of the medium term financial plan in Oct-Feb 07	JP	30 Sept 06	28 Feb 07

Improved Financial Management and Improved Services.															
Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
21.1.9	Kloe 2 Financial Management Develop cash flow forecasts	JP													Daily cash flow forecasts are produced ,a more comprehensive forecast will be produced as part of the review of the medium term financial plan in Oct-Feb 07.

Exception Report for October Improvement Plan

Improved Financial Management and Improved Services.						
21.2.3	Benefits Support [training] Officer to be recruited to co-ordinate plan across the section		This post has not been filled due to lack of suitable candidates Managers have proposed a change of the structure with the aim of recruiting to the post. This post will be advertised subject to the decision of the shared services debate .	JP	31 Oct 06	31 Dec 06

Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
21.2.3	Benefits Support [training] Officer to be recruited to co-ordinate plan across the section														This post has not been filled due to lack of suitable candidates Managers have proposed a change of the structure with the aim of recruiting to the post. This post will be advertised subject to the decision of the shared services debate .

Improved Financial Management and Improved Services						
21.2.5	Percentage of cases for which the calculation of the amount of benefit due is correct PM6 – 98%-99%.		Accuracy as reported by the DWP at 95.2% for July – Sept which is a 3% increase on April –June remains under the target set and the managers will continue to make additional checks processed with the aim to further improve accuracy for the period Sept -Dec	JP	31 Oct 06	30 Dec 06

Exception Report for October Improvement Plan

Ref.	Action	Lead													Corrective Action	
			July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
21.2.5	Percentage of cases for which the calculation of the amount of benefit due is correct PM6 – 98%-99%.	AB/ HL														Accuracy as reported by the DWP at 95.2% for July –Sept which is a 3% increase on April –June remains under the target set and the managers will continue to make additional checks processed with the aim to further improve accuracy for the period Sept –Dec.

Improved Financial Management and Improved Services

21.2.7	PM7 HB overpayments – amount recovered during the period as % total amount of HB overpayments during period 79%			The actual for October is 59.87%, an improvement on September, but below the locally set target of 79% The local target will be reviewed to ensure that it is realistic and achievable for BDC. Revisions to the target will be reported in the Nov update with appropriate justification.							JLP	30Sept 06	30 Nov 06
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Ref.	Action	Lead													Corrective Action	
			July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
21.2.7	PM7 HB overpayments – amount recovered during the period as % total amount of HB	AB/H L														The actual for October is 59.87%, an improvement on September, but below the locally set target of 79% The local target will be reviewed

Exception Report for October Improvement Plan

Ref.	Action	Lead													Corrective Action		
			July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June			
	overpayments during period 79%																to ensure that it is realistic and achievable for BDC. Revisions to the target will be reported in the Nov update with appropriate justification.

Improved Financial Management and Improved Services.

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			The actual for October to date is 20.68% an improvement on September but below locally set target of 55% This will be reviewed to ensure that the local target is realistic and achievable for BDC. A revision to the target will be reported in the November update with a justification if required.											JLP	31 Oct 06	31 Dec 06
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Ref.	Action	Lead													Corrective Action		
			July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June			
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	AB/H L															The actual for October to date is 20.68% an improvement on September but below locally set target of 55% This will be reviewed to ensure that the local target is realistic and achievable for BDC A revision to the target will be reported in the Nov update

Exception Report for October Improvement Plan

Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	run to establish PI														with a justification if required .

Improved Financial Management and Improved Services.

21.2.10	PM 11% of data matches resolved within two months of 86%-90%		Currently below the DWP standard 3 but above locally set target of 75%. Work ongoing within the team to continually improve the data matching with the aim to meet DWP standard in 2007/08.											JLP	31 Oct 06	2007/2008
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Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	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													The actual of 1146 interventions is below the target of 1319 steps are in place to ensure the DWP target for 06/07 is met Some home visits had not been closed down correctly on Academy this has now been addressed and we anticipate an improvement in the second half figures for 06.

Exception Report for October Improvement Plan

Improved Financial Management and Improved Services.

21.2.11	PM 11% of data matches resolved within two months of 86%-90%		Currently below the DWP standard 3 but above locally set target of 75%. Work ongoing within the team to continually improve the data matching with the aim to meet DWP standard in 2007/08.	JLP	31 Oct 06	2007/2008
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Ref.	Action	Lead													Corrective Action	
			July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
21.2.11	PM18 % of appeals submitted to the tribunal service within 4 weeks 60%-65% 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															Currently below the DWP standard 3 but above locally set target of 75%. Work ongoing within the team to continually improve the data matching with the aim to meet DWP standard in 2007/08.

Exception Report for October Improvement Plan

Improved Financial Management and Improved Services						
21.2.18	<p>PM18 % of appeals submitted to the tribunal service within 4 weeks 60%-65% 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>		<p>The are 10 outstanding appeal submissions As the team is now fully staffed and have implemented workflow. The appeals officer can now focus on the overpayments and the appeal submissions.</p>	JLP	31 Oct 06	31 Dec 06

Ref.	Action	Lead													Corrective Action	
			July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
21.2.18	<p>PM18 % of appeals submitted to the tribunal service within 4 weeks 60%-65% 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>															<p>The are 10 outstanding appeal submissions As the team is now fully staffed and have implemented workflow. The appeals officer can now focus on the overpayments and the appeal submissions.</p>

Exception Report for October Improvement Plan

Improved Financial Management and Improved Services						
21.2.19	PM19 % of appeals submitted to the tribunal service within 3 months 90%-95% Team now fully staffed to address the 10 outstanding appeal submissions Target to be achieved by Dec 06		There are 10 appeals submissions. As the team is now fully staffed and have implemented workflow the appeals officer can now focus on the overpayments and the appeals submissions.	JP	31 Oct 06	31 Dec 06

Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
21.2.19	PM19 % of appeals submitted to the tribunal service within 3 months 90%-95% Team now fully staffed to address the 10 outstanding appeal submissions Target to be achieved by Dec 06														There are 10 appeals submissions. As the team is now fully staffed and have implemented workflow the appeals officer can now focus on the overpayments and the appeals submissions.

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

3RD JANUARY 2007

COUNTYWIDE STRATEGIC HOUSING PRIORITIES – LOCAL AREA AGREEMENT (LAA)

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

1. SUMMARY

- 1.1 The report informs Members of the progress that has been made in developing housing priorities for the Worcestershire Housing LAA and to obtain Council endorsement of the Worcestershire Countywide Local Area Agreement policies and targets for housing.

2. RECOMMENDATION

- 2.1 **To endorse the three key housing priorities as set out in this report and subject to the budget limitations set out in the report under ‘Financial Implications’ (7.2 a, b & c) contribute through its policies to delivering the Housing LAA outcomes.**
- 2.2 **That the Worcestershire LAA Housing Management Team (on which the Council is represented) develop the priorities on behalf of the Worcestershire Partnership Members and agree targets in consultation with the Government Office for the West Midlands.**
- 2.3 **That the priorities and outcomes are agreed as part of the wider review and refresh of the Worcestershire LAA.**

3. BACKGROUND

- 3.1 Following a countywide stakeholder event in October 2005 to raise the profile of housing and its impact upon the social and economic wellbeing of the local community, the Worcestershire Partnership agreed to include a new housing element into the second year revision of the Worcestershire LAA.
- 3.2 The Worcestershire Partnership Management Group endorsed the project plan for the development of housing targets for the Worcestershire LAA at its meeting on 10th May 2006.

3.3 The Worcestershire Partnership Board considered the further progress on 26th June 2006 and agreed that Worcestershire Chief Housing Officers' Group would report back to the Management Group after a consultation event with partners and stakeholders on 14th July 2006.

3.4 The following report sets out the outcome of that event and the progress on developing the key priorities that have followed the consultation.

4. Stakeholder Event on the Worcestershire Housing LAA held on 14th July 2006

4.1 Appendix 1 sets out a summary of the outcomes from the event, which has been circulated to all invitees and participants to keep them informed of progress.

4.2 The work on developing the Housing LAA is being taken forward by an LAA Housing Management Team consisting of the Worcestershire Chief Housing Officers' Group, the Chair of the South Housing Market Area Partnership, and Worcestershire County Council's Head of Community and Partnerships (Catherine Driscoll). Simon Adams Head of Community Leadership at Worcestershire County Council has also been consulted and kept informed of progress.

4.3 The LAA Management Team has been meeting regularly and its Members have been tasked with working up the three key priorities:

1. The use of public sector land for affordable housing
2. The development of a programme of renewable domestic energy systems across Worcestershire
3. A countywide scheme for the release of capital from private housing to improve housing conditions and maintain peoples independence

4.4 All three areas of work are challenging but meet Government priorities, strategic priorities at Regional, Sub Regional and Local Authority level and will impact upon the general wellbeing of Worcestershire citizens. They meet not only housing issues, but cross cut into health, social and economic well being, and improving the environment.

4.5 The group has carried out a significant amount of research into best practice on housing and LAAs across the country to obtain further information and ideas. It is clear that there has been very slow progress nationally with little innovation often no more than the gathering together of existing targets, particularly in two tier Authority areas, which appear to add little value.

4.6 The three priorities being considered in Worcestershire do not follow this approach. They require the full support, participation and promotion by the Worcestershire Partnership and they are not seen as being achievable just by Local Authority activity.

4.6 The Government Office for the West Midlands have been consulted and kept informed of the proposals and have not at this stage raised concerns about the general approach.

5.0 Progress on Developing the 3 Priorities

5.1 The use of public sector land for affordable housing:

- Baseline information on the release of 'public land' (for the purpose of the LAA this extends to land owned by Worcestershire Partnership organisations) is being collated.
- Each Local Authority policy on land/asset disposal is being identified and the issue being taken back to Management Teams and Members to consider how the Authority can contribute to the objective.
- Non Local Authority Partnership Members with land asset holdings were written to on 16th August 2006 to request details of their policy and to obtain an 'in principle' support for the objective of disposals to Housing Associations.
- A briefing paper setting out the basis of and the framework for this outcome and is attached at Appendix 2.

5.2 The Development of a programme of renewable domestic energy systems across Worcestershire.

- A briefing paper at Appendix 3 following consultation with Local Authorities sets out the proposal and suggested targets.

5.3 Countywide, private housing capital release scheme:

- Meetings with the West Midlands 'kickstart' consortium to consider joining an existing capital release scheme operating in the West Midlands Metropolitan Council areas.
- A briefing paper at Appendix 4 sets out the proposal.

5.4 These proposed priority areas and subsequent outcomes will in some instances be work in progress and it is recognised that a staged approach will need to be adopted, particularly with regard to the use of Partnership land for affordable housing. The outcomes and targets will be developed from what baseline information is available and will be realistic while at the same time being seen to have a real impact.

5.5 It must be stressed that the inclusion of housing in the LAA is a voluntary approach by Worcestershire and it will not attract any additional funding or enabling measures.

5.6 The Housing LAA Management Team now need the authority from the Partnership to work up the priorities and outcomes in more detail.

6.0 Conclusion

- 6.1 The three priority areas for the Housing LAA have been prioritised following extensive consultation and research. They are designed to bring together the resources, and support of the Worcestershire Partnership in areas that can make tangible differences to peoples lives. This is very much work in progress and the themes will develop further over time. It is important to ensure that the priorities and subsequent outcomes are realistic and achievable as they are entirely voluntary and subject to no reward or enabling measure.

7.0 FINANCIAL IMPLICATIONS

- 7.1 There are financial implications for local authorities relating to all three priorities:

- a) A commitment to releasing land holdings at below market value.
- b) Capital funding for the promotion of energy efficiency/renewable schemes.
- c) Additional revenue funding likely to be necessary to assist the delivery of a Countywide Equity Release Scheme.

- 7.2 A sub group of members was tasked to consider the financial implications of the Council contributing through its policies to delivering Housing LAA outcomes based on the three priorities being proposed. The views of the members is as follows:

- a) The disposal of any appropriate Council owned sites for affordable housing in the future would be subject to an assessment of the site valuation and the nature of the project on a scheme by scheme basis. The sub group considered the financial impact to be minimal as the Council's landholdings is now considerably depleted and noted that the Council had historically supported affordable housing on a large number of sites through the provision of free or discounted land.
- b) Capital funding for the promotion of energy efficiency/renewable schemes should be based upon matching the Government grant available to applicants (£500 - £900 per case) and capped at a total scheme expenditure of £25,000pa. The cost would fall within the Housing Capital Programme funded in the short term from the Regional Housing Pot allocated for private sector housing.

Further and more recent dialogue with officers representing other Worcestershire district authorities also considering this report indicate that a consensus is developing by which targets for annual expenditure under this priority will be in the region of £5,000 - £7,000 pa.

- c) Additional revenue funding likely to be necessary to assist the delivery of a Countywide Equity Release Scheme is anticipated to be up to £500 per case to cover the set up costs (the loan itself being funded from anticipated Regional funding). In addition the cost of an annual increase in the revenue support granted to the North Worcestershire Care & Repair Agency for operating the referral mechanism is anticipated to be at the maximum £2,500pa. A maximum target of providing 5 equity release loans each year per district would therefore generate revenue support costs of £5,000pa. Again this assessment is in line with the consensus that is developing countywide.

- 7.3 The proposals for private sector capital release and supporting renewable energy schemes would, where necessary, be funded from existing and future private sector housing budgets which form part of the Single Housing Capital Pot or any external capital funding that may be made available for such schemes (including Regional Assembly or GOWM grant funding)

8. LEGAL IMPLICATIONS

- 5.1 For statutory authorities the Local Government Act 1972 places an obligation on the local authorities to dispose of land at the best price. The General Disposal Consent 2003 gives local authorities discretion to dispose of land at less than best price for the economic, social and environmental well being of an area.

9. CORPORATE OBJECTIVES

- 6.1 CO1 - Priority 1- Promoting additional affordable Housing
CO2 - Priority 2 - Environment – climate change issues
CO3 - Priority 3 - Equity Release – promotes ability to remain in community.

10. RISK MANAGEMENT

- 7.1 The proposals are designed to contribute to meeting the Council's housing and sustainability objectives and in particular ensuring that sufficient affordable housing for rent and shared ownership is made available to meet the high levels of housing need experienced in the District. Failure to be innovative and bring forward new ways of meeting housing and sustainability objectives could result in the Council not meeting its duties to local citizens or meeting the Government's current and developing national and regional priorities.

11. CUSTOMER IMPLICATIONS

- 8.1 All three areas of work are challenging but meet Government priorities, strategic priorities at Regional, Sub Regional and Local Authority level and will impact upon the general wellbeing of Worcestershire citizens.

They meet not only housing issues, but cross cut into health, social and economic well being, and improving the environment.

12. OTHER IMPLICATIONS

Procurement Issues Capital Programme – Energy Efficiency/renewable projects
Personnel Implications Unlikely
Governance/Performance Management
Community Safety including Section 17 of Crime and Disorder Act 1998 N/A
Policy Yes
Environmental Yes
Equalities and Diversity N/A

13. 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	No
Head of Legal & Democratic Services	No
Head of Organisational Development & HR	No
Corporate Procurement Team	

14. APPENDICES

Appendix 1 - Summary Outcome from the Worcestershire Housing LAA Workshop held on 14th July 2006 at Worcester Rugby Club

Appendix 2 - LAA Housing Priorities - Use of Public Sector/Partnership Land for Affordable Housing

Appendix 3 - Developing Domestic Micro generation in Private Sector Housing Stock in Worcestershire

Appendix 4 - Countywide Equity Release Scheme For Capital Improvements To The Homes Of Older And Vulnerable People

BACKGROUND PAPERS

None

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Summary Outcome from the Worcestershire Housing LAA Workshop held on 14th July 2006 at Worcester Rugby Club

Following presentations on national and regional progress on housing and LAAs and a consideration of the key issues for Worcestershire, workshop groups considered a number of potential priority areas for the future LAA. These have been distilled over the previous 9 months from a County Stakeholder event, reports presented to and endorsed by the Worcestershire Partnership and work carried out by Worcestershire Chief Housing Officers Group and the LAA Management Team.

The participants at the event on 14th July included Local Authority Officers, Members, RSLs, GOWM and representatives from statutory and voluntary agencies.

The key priorities that were supported by the stakeholders are set out below and provide a framework within which specific targets and possible enabling measures can be developed for agreement with GOWM by November 2006.

- 1. The use of public sector land for affordable housing.** This is clearly seen as the top priority for action and would have an impact across affordability, homelessness, supported housing, elderly persons schemes and rural housing. The key issue is to try and obtain agreement by the Worcestershire Partnership Members to a policy framework within which affordable housing schemes would be given a high priority or first option for such disposals where the land is suitable for this purpose. A reduced land value based on affordable housing usage would enable schemes to be more readily developed.

The next three items obtained clear support from the groups and are also schemes that have officer support. Although detailed priorities were not necessarily agreed at the event, these can be worked up as specific proposals. They may also be “relatively” straight forward to progress within the tight timescales for agreeing LAA targets.

- 2. Contribution to improving domestic energy efficiency and climate change policies.** A proposal to develop a programme of renewable energy systems (such as solar panels and wind turbines) across the County in both existing private sector and public sector stock. This could include a proportion of LA grant to subsidise schemes and it would demonstrate LAs using their ‘well being’ powers to kick start work on renewables and be seen to be taking a lead on climate change issues. This approach would be particularly appropriate for more rural housing. There is a 5% target set for the West Midlands electricity generation to come from renewables by 2010 and planning regulations will enable permitted development of wind turbines next year.

3. **Care and Repair Agencies.** Notwithstanding the longer term objective of a county-wide scheme, there is strong support for progressing a co-ordinated approach to services to assist in maintaining people's independence at home. This links to the Older People's Strategy and the Worcestershire Partnership's wish to see a consideration of the housing needs for older people. A need to formalise the C&R Agency role and the links with existing agencies. Repairs, maintenance and gardening being some of the tasks that could be further developed. A much more direct input by the PCT was called for. The C&R option may be too general at this stage, but is worthy of consideration.
4. **A Countywide Equity Release Scheme for Capital Improvements to the Homes of Older and Vulnerable People.** Local Housing Authorities are expected to introduce these schemes to again assist older people remain independent and to tackle non decent housing for vulnerable people. Individual LAs cannot really progress this on their own and need to consider working with existing agencies that provide these services. Equity Release has received a bad press in Worcestershire, and it would be necessary to obtain the support of the Partnership to carry out some positive promotion of the benefits for local people. Some exploratory work has been carried out by CHOG but it needs to be developed. This would be a major step forward if a scheme could be established. The C&R Agency would again have some involvement in this.

The next category of ideas which gained support, are quite wide ranging and may also form the basis of possible enabling measures. Some of these, particularly planning issues are probably longer term and are quite challenging.

5. **Planning Matters.** A number of ideas for consideration, including influencing a standard approach to District LDF Planning documents in areas such as: limiting rural housing land valuations; an extension of exception sites to settlements above 3000; Eco Homes standards into the private sector house building; and consideration of Shropshire LAA enabling measures and whether they are likely to have much impact.
6. **Tackling under-occupation in the social housing sector.** The possibility of a standardised approach across the county and links to making better use of affordable housing and homelessness.
7. **Revenue funding.** Access more revenue funding to assist with cross LA housing projects and to improve capacity to deal with initiatives such as joint housing assessments, the LAA, supported housing projects etc. This could include making use of second homes and long term empty receipts from Council tax and the possible use of capital, in specific circumstances, to turn into revenue (de-capitalisation).

LAA Housing Priorities - Use of Public Sector/Partnership Land for Affordable Housing

Introduction - National Picture

In an effort to boost the supply of affordable homes and in response to Kate Barker's review of housing supply the Government have announced a raft of new measures to deliver increased housing supply, infrastructure, design and environmental standards. These measures include: new planning guidelines, a £40m start up fund for infrastructure projects, 200,000 new homes each year, increased investment of £970m through the National Affordable Housing Programme, a 50% increase in funding for social housing and a consultation on Planning-Gain Supplement with a view to helping local authorities finance infrastructure projects. The Government has also announced plans, as part of its commitment to increase home ownership to 75%, to work with the private sector to promote shared equity schemes and recently launched a new Shared Equity Taskforce.

Worcestershire - Delivery of Affordable Housing

The new emphasis by the Government on the increased delivery of affordable housing is very much welcomed by Worcestershire local housing authorities, but there are a number of constraints, well documented, that inhibit 'on the ground' delivery. The most significant being the lack of suitable sites that Housing Association partners can secure for new development both in terms of the number of sites generally available, and the financial constraints that Housing Associations are bound by, in terms of competing with the private sector. Whilst there is some positive action being taken through the planning process to secure allocations of affordable housing on new developments, these are generally limited to larger sites where Planning thresholds can be applied. The consequence is that despite affordable housing being seen as a priority, there are significant problems in meeting both general housing needs and providing for people who need support. As an illustration, there are a total of 13,500 people on the combined Housing Waiting Lists of Worcestershire District Councils and during 2005/2006 those same Local Authorities dealt with just over 1,800 homelessness applications.

Use of Public Sector Land / Assets for Affordable Housing

A real frustration felt by Housing Authorities across Worcestershire, and like minded social care organisations from other disciplines is the lack of opportunities to secure suitable sites from public authorities across the County which are being lost for a number of reasons :-

- The desire to secure maximum capital gain from disposals to fund other priorities
- The belief by certain professionals that statute requires that 'best price' must be secured from the disposal of publicly owned land and assets, when this is not necessarily the case.
- Whilst there is recognition that decent housing solutions have significant long term financial advantages for the health and social care authorities, the emphasis is to secure funding for short term gain to meet immediate pressures.
- The lack of understanding about Housing Association / Housing Corporation financing in respect of the purchase prices that can be paid for acquisitions.
- The lack of initiative in seizing opportunities that could provide advantage to all parties, in particular the under-utilization of publicly owned assets.
- The lack of 'joined up' thinking between different organisations and departments within them.

The LAA housing target of seeking to use more public sector land/assets for affordable housing can be the catalyst to a genuine partnership approach to help address the shortfall of suitable sites in the County.

Note

The term 'public sector land/assets' is used as a generic description covering land and property held by a range of statutory and non-statutory public authorities.

Proposals

'Early Wins'

- That all public authorities in Worcestershire agree to inform the local housing authority on any impending land/asset disposal within that area, and that a period (four weeks is suggested) for the housing authority to respond before the land/asset is advertised. This would provide the opportunity to assess the use of the land/asset for affordable housing in discussion with planning colleagues, partner Housing Associations, Social Care and Health Authorities.
- That all Partnership members make available details of their land/asset register to the local housing authority in order that an assessment could be made of individual land/asset holdings for affordable housing use.
- That all public authorities actively look at their land/asset portfolio to assess its potential for affordable housing use.
- That all officers and members involved in land/asset disposal attend a half day training awareness session on Housing Association/Housing Corporation rules and policies governing acquisition of land/assets for affordable housing.

Medium/Long Term

- That all public authorities will agree to give Housing Associations nominated by the local housing authority a 'first purchaser' option, before open advertisement, and
- That where the local housing authority agrees that the land/asset would be suitable for affordable housing, the nominated Housing Association is able to purchase the land at a value that can enable the provision of affordable housing on the site. Public authorities would need to acknowledge that the price negotiated could be less than that secured for open market sales.

Added Value

Whilst the emphasis for adopting the above approach is for the delivery of affordable housing it will be appreciated that significant 'added value' comes from the provision of decent secure low cost housing, which achieves many of the outcomes that public authorities seek to secure, e.g.

- Pride and self worth for individuals
- Improved health and well-being leading to reduced hospital admissions
- Increased community safety
- Assisting older and vulnerable households to remain independent at home longer, thereby reducing pressure of residential and nursing homes, and home social care provision.
- Reduction in homelessness and allied problems such as domestic violence
- Delivers housing solutions that are required to address county-wide strategies such as 'Substance and Misuse', Learning Disabilities', Supporting People, Domestic violence etc.
- Capital contributions for the provision of new infrastructure improvements /play facilities etc
- Capital support to existing schools and the provision of new schooling facilities.

Disposal arrangements

It is recognised that all bodies which sign up to the LAA proposal currently have different disposal policies. In order to commit to the LAA target, all participating bodies would have to seek formal individual approval from their respective executives.

For statutory authorities the Local Government Act 1972 places an obligation on the local authorities to dispose of land at the best price. The General Disposal Consent 2003 gives local authorities discretion to dispose of land at

less than best price for the economic, social and environmental well being of an area.

Funding for new Affordable Housing

The South Area Housing Market (Worcestershire and South Warwickshire Local Authority areas) successfully argued for increased funding for the area to meet the increasing shortfall of affordable housing that had been evidenced through the West Midlands Regional Housing Strategy and Local Authority Housing Needs Surveys and the growing number of applicants joining Housing Waiting Lists. The result has been over £60 million of Housing Corporation Social Housing Grant for Housing Associations have been made available between 2006 – 2008.

Conclusion

Over the last year, there has been a significant amount of work carried out in Worcestershire to raise awareness of housing issues and improve strategic co-operation. There has been a real groundswell of concern about meeting the high levels of need for affordable housing that exist across the County. An event held in October 2005 hosted by the Worcestershire Partnership to focus on housing issues, has resulted in the Partnership agreeing to support the inclusion of housing in the second phase of the Worcestershire LAA, as a way of raising its importance as a key strategic objective and delivering tangible outcomes. The result has been a range of further partnership and stakeholder events and the setting up of a steering group to manage the housing LAA. This approach has continued to be endorsed by the Worcestershire Partnership.

The outcome, under the LAA Stronger Community's thematic block, is to "increase the availability of affordable, appropriate and decent housing for people in Worcestershire".

Following wide consultation, the overwhelming top priority for action is to increase the level of affordable housing provided on public sector land.

The problem is brought into focus by the failure of the take up of the £60 million of Social Housing Grant on offer to the SHMA because of the lack of suitable sites for schemes. Only £40 million has currently been allocated, which is a major risk for the area and will let down local people in housing need if it is not fully secured. It will also put at risk further inward investment post 2008 if the current funding is not utilised.

“We have an aging and growing population and face growing housing pressures and we need more homes for the next generation. That means more social housing, more market housing and more shared equity opportunities to help first-time buyers, as we have set out today. The new homes also need to be environmentally sustainable for future generations too.”

- Yvette Cooper MP, Minister of State for Housing, DCLG, March 2006

“We need to build far more homes and that means funding the infrastructure to support them. The research shows there should be plenty of scope to increase contributions from planning gain without hindering development. The value of land can shoot up just because of planning permission. It is only fair that local communities should also be able to benefit from that gain through more affordable housing or infrastructure.”

- Yvette Cooper MP, Minister of State for Housing, DCLG, May 2006

“The Government has made it clear that suitable brownfield land must be a priority for any new development and that is why three-quarters of all new developments are already being built on previously developed sites. There is a real need to build more homes if we are to meet the housing needs of future generations...By making the most of brownfield land, local authorities can continue to protect the countryside whilst ensuring there are more homes available for first time buyers.”

- Baroness Andrews, Minister, DCLG, August 2006

List of Statutory and Non Statutory Authorities

Statutory Authorities

All Government Departments including

- Ministry of Defence
- DEFRA
- Environment Agency

Ambulance Service

Bromsgrove District Council

City of Worcester

Hereford and Worcestershire Fire Authority

Malvern Hills District Council

Redditch Borough Council

Strategic Health Authority

West Mercia Police Authority

West Mercia Probation Service

Worcestershire County Council (Education, Highways, Social Care Authorities)

Worcestershire PCT

Wychavon District Council

Wyre Forest District Council

Non Statutory Authorities/ Partnership organisations

Water Authorities

Rail Companies

Electricity Companies

Church of England

Other Denominations

University of Worcester

Developing Domestic Micro generation in Private Sector Housing Stock in Worcestershire

Background

Domestic dwellings are responsible for 34% of CO₂ emissions in the West Midlands. With increasing domestic energy consumption, CO₂ emissions from our homes are set to continue to rise in the future.

Given that at least 75% of our existing housing stock will still be in use in 2050, the year by which the government hopes to have cut UK CO₂ emissions by 60% from 1990 levels, it is important that the energy efficiency of existing homes is improved.

Under the Home Energy Conservation Act (HECA) the Government tasked all Housing Authorities with a statutory duty to reduce domestic CO₂ emissions by 30% by 2011. Under the Act, Worcestershire authorities have achieved on average 20% domestic CO₂ to date. Meeting the 30% HECA target by 2011 will be challenging as properties with un-insulated cavity walls and loft become harder to find.

Micro generation

While domestic energy demand increases, it is important that energy efficiency measures are supported by increases in renewable energy generation. The Energy White Paper 2003 outlined the Governments aim of generating 10% of UK electricity from renewables by 2010.

The Low Carbon Buildings Programme (LCBP)

www.lowcarbonbuildings.org.uk is the DTI grants programme aimed at encouraging householders to install micro generation technologies. Grants were made available in April 2006 and £6.5million will be allocated to householders on a first come, first served basis until 2008. To give an indication of the level of funding available per household, £400 is available towards solar hot water panels and approximately £500 towards mini wind turbine installations.

Micro generation in Worcestershire

To date there have been very few installations of renewables in Worcestershire. Between 2003 and 2006 there were approximately 50 Clear Skies grants (forerunner of LCBP) awarded in the County. The majority of these grants were awarded for solar hot water, followed by grants for heat pumps and mini wind turbines.

The LCBP requires accredited installers and products to be used, and that where possible low energy light bulbs, loft and cavity insulation and heating

controls are all fitted. Where householders do not have adequate insulation and heating controls in place, District Councils could facilitate this through existing HECA programmes with the Worcestershire Energy Efficiency Advice Centre.

Potential to Increase Micro generation in Worcestershire

In an attempt to increase the number of micro generation installations in existing households, it is proposed that Worcestershire Districts support the programme through their own private sector housing and affordable warmth strategies. This may include awarding top up grants to households qualifying for LCBP assistance, to be paid on proof of LCBP grant being received. Leaving the technology, installer and energy efficiency checks to the LCBP administration. Each District would, however, decide how to support and importantly promote the initiative through its current activities. We would also welcome the support of other agencies, Housing Associations and voluntary sector groups, who are vital in building community support and also embracing new technologies within their own organisations.

Targets

These will be set across the County as a whole.

Conclusion

By committing to targets and to increase the number of domestic micro generation technologies installed in Worcestershire, Authorities would be demonstrating community leadership and raising awareness of energy issues, sustainability and renewable technologies. The use of Local Authority grants would trigger more interest in insulation, Warm Front grants, and energy saving – meeting HECA targets, Worcestershire Affordable Warmth Strategy targets and the adopted Worcestershire LAA outcome B2 “to reduce greenhouse gas emissions and adapt to the impacts of climate change”.

Countywide Equity Release Scheme For Capital Improvements To The Homes Of Older And Vulnerable People

Proposal:

To develop a Countywide Equity Release Scheme that will provide owner occupiers with greater choice of practical solutions and funding opportunities to improve non decent homes.

Key aims:

To achieve a positive step change in the condition of private sector Housing and reduce the number of vulnerable people in non decent homes in the County.

Increase customer choice and confidence through the development of innovative new approaches to private sector renewal using financial products to increase the capacity of public funds, access additional resources and promote responsible home ownership and investment.

Build upon the advice services provided by the Home Improvement Agencies by broadening the practical solutions and funding opportunities that are available, including equity release, that will allow additional vulnerable households to carry out improvements towards the decent home standard over and above what would have been possible solely through the partner local authorities' existing grant programmes.

General principles:

To help meet the Government, Regional and Sub Regional housing priorities as follows:

- PSA7: Increasing the level of vulnerable households occupying decent homes within the private sector. Targets of 70% by 2010 and 75% 2020
- The Communities Plan: The Government's agenda for supporting activities that target weak or disadvantaged neighbourhoods to promote successful communities and positive housing markets. In particular supporting regional priorities within Housing Market Renewal Areas and Growth Agenda.
- The Regulatory Reform (Housing Assistance)(England and Wales) Order (2002) encourages local authorities to provide a more innovative approach and gives local authorities more local control over how they work to meet local housing condition needs. The order requires

authorities to provide a broader range of assistance to the private sector, not just limited to the allocation of repair grants; it recommends loans and equity release schemes as an alternative form of assistance. These activities feature within activities associated to addressing PSA7 targets, Fuel Poverty, Housing Market Renewal and the Communities Plan.

How the proposal will add value over and above existing work

Working alone, individual local authorities have limited resources to effectively implement and support individual equity release schemes to assisting owner occupiers of high value property who are low income households. Accordingly the proposal as an LAA priority is to develop a countywide service that will enable the provision of a broader range of financial assistance to the private sector through equity release to supplement the limited availability of traditional LA repair grants.

Options for developing a scheme for Worcestershire

Subject to countywide commitment being gained from the individual local housing authorities, the development of a countywide scheme could be based upon:

- i) A stand alone scheme for Worcestershire.
- ii) Development as part of a national or regionally established scheme such as Houseproud or ART Homes
- iii) As a possible extension of the West Midlands Private Sector Kick Start Programme.

West Midlands Private Sector Kick Start Programme

The West Midland Sub Region Kick Start Partnership was formed in October 2003. Its membership consists of seven local authorities, Birmingham, Dudley, Walsall, Coventry, Stoke, Wolverhampton and Sandwell, and non-local authority members Mercian ART Homes and Black Country Housing Association.

The Partnership submitted a proposal to the West Midlands Regional Housing Board (RHB) and subsequently received approval for £6.4M to support a three-year pilot programme. The programme was designed to use action learning to develop and evaluate the use of loans and to accelerate the development of policy, best practice and robust delivery mechanisms.

The programme delivery plan was approved by the WMRHB in May 2004. It outlined a programme of 11 local demonstration projects. Using experience from the programme its aim was to evaluate how loans, and in particular the equity release product Property Appreciation Loan, assist to improve private sector housing conditions and contribute towards PSA 7 targets.

Future Kick Start Development Proposals

The West Midlands Sub Regional Kick Start Partnership proposes to develop a regional framework to co-ordinate the delivery of loan-based assistance with the aim of enabling improved service delivery and private sector leverage in support of non-commercial loans. The partnership has recommended to the RHB that funding is made available and that local authorities within the West Midlands Region are encouraged and supported to access the regional funds. The aim being to positively contribute to the delivery of the West Midlands Regional Housing Strategy through the use of financial solutions to assist those who have no alternative financial means to address the costs of essential home improvement or relocation and add to the value for money and quality of services by adopting collaborative working practices between local authorities and key delivery agencies.

Proposed Pilot Scheme for Worcestershire

Subject to RHB funding being made available either through top slicing of allocations made to the Kick Start Partnership or by allocations being made directly to Worcestershire authorities, it is proposed that a joint Pilot Scheme be developed on the following basis:

- A county scheme be developed within the framework set up by the existing Kick Start Partnership and the contractual arrangements developed for the 'loan arrangement and set up' facilities provided by ART Homes.
- Clear parameters being agreed in respect of the client groups to qualify for assistance and a criteria for the type of renovation work for which funding can be released for under the scheme.
- The scheme being jointly formulated and agreed between the 6 Worcestershire authorities with set criteria for the type of repair work for which a loan could be used for and a minimum level of loan that would be considered..
- Agreement upon the conditions that would apply to the equity release loans granted would be reached between the participating authorities in liaison with the Kick Start Partnership and RHB. These conditions would regulate the mechanism, fees and charges applicable to all of the equity release loans awarded by Art Homes for cases referred and subsidised under the scheme. It is considered that the basis for the loans would be based upon a formula whereby the loan would be assessed as a percentage of the value of the property at the time of the loan being taken out. This percentage would then be applied to the value of the property at the time that the loan is redeemed. Accordingly the scheme would allow for interest charged on the loan to be applied strictly in accordance with the increasing value of the property.
- The primary source of funding to provide equity release loans would be the allocation made by the RHB either directly to the participating

authorities or via top slicing of the allocation made to the Kick Start Partnership.

- Match funding (revenue) would be provided by the participating authorities to fund the fees charged by ART Homes (£250 - £500) in setting up the loans and any additional costs charged by the two Care and Repair Agencies in extending the SLA to incorporate the more lengthy option assessment and referral process.
- Participating authorities would be required to jointly fund any additional fees charged by the two Care and Repair Agencies for handling the option assessment and referral processes, irrespective of the take up by applicants from the individual districts.
- Participating authorities would be required to individually budget for funding the investigative and set up costs charged by Art Homes for individual cases within their district that are referred by the Care and Repair Agency for consideration under the scheme. Art Homes charge fees of between £250 for assessment through to £500 for cases where an equity release loan has been successfully set up.
- Upon the redemption of loans, the amounts recovered would be recycled into a countywide pot that would supplement any future funds committed to the scheme from the RHB, local authorities or other sources.

The development of a pilot scheme within the framework developed by the Kick Start Partnership is considered to have the following benefits:

- To benefit of the experience of the working practices, policy, procedures and contractual arrangements already developed by the Kick Start Partnership.
- Working within the Kick Start Partnerships framework may assist in accessing RHB funding.
- The Kick Start Partnership is currently negotiating with private sector commercial funders to agree a scheme that would bring in private funding to supplement the public sector funding available to provide equity release loans. A degree of public subsidy will be required to enable the private sector to become involved as the conditions and lower level of interest that would be acceptable to a local authority scheme would not be financially viable to a commercial funder. As the Kick Start Partnership grows in membership it may be better placed to negotiate input of funding from the private sector at lower levels of subsidy. This may be on the basis of loans being jointly funded from public and private sources (proposed 70/30 split) whereby upon redemption, a larger proportion of the repayment would be repaid to the private funder.

Proposed outcomes and targets

The development of an Equity Release Scheme will improve Counties ability to meet specific targets and outcomes towards meeting national and regional private sector and decent homes priorities.

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

3RD JANUARY 2007

CODE OF PRACTICE RELATING TO LICENSING MATTERS

Responsible Portfolio Holder	Councillor P. Whittaker
Responsible Head of Service	Dave Hammond

1. SUMMARY

- 1.1 To amend the existing code of practice relating to licensing matters to include reference to the Gambling Act 2005.

2. RECOMMENDATION

- 2.1 Members are asked to recommend to Council that the attached code of practice relating to licensing matters be approved.

3. BACKGROUND

- 3.1 The main purpose of the code is to provide a clear separation between those members who will determine a particular application and those members who either have some form of vested interest in an application or who may wish to make representations about an application (e.g. to support their constituents).
- 3.2 Members may wish to note that the code of practice already forms part of the Council's constitution and has been amended to include reference to the Gambling Act 2005.
- 3.3 A copy of the revised code will be presented to the Licensing Committee at their meeting scheduled to be held on 18th December 2006 for their comments and any observations. Any comments received will be incorporated into the report.

4. FINANCIAL IMPLICATIONS

- 4.1 The cost of implementing the Gambling Act 2005 will be contained within the current budget for 2007/08 for the Council's licensing activities.
- 4.2 As the Government has not yet published the licence fee structure it is not possible to determine the levels of income that this new legislation will bring to the Council at this present time. This will be subject to a further report in due course and the impact on the financial plan will be presented to Members.

5. LEGAL IMPLICATIONS

- 5.1 It is recommended that the code of practice be read in conjunction with the Members' Code of Conduct. It is essential that all Members are aware of their responsibilities when carrying out their duties, as Council decisions in respect of determining applications under the Gambling Act 2005 could be deemed unlawful where a fair minded and informed observer, having considered the facts, would conclude that there was a real possibility that the decision maker/body was biased.

6. CORPORATE OBJECTIVES

- 6.1 The amended code of practice will assist the Council in meeting its objective to be an improving Council, as well as aiding the delivery of the Council's improvement plan.
- 6.2 The licensing of premises that offers gambling facilities is a statutory function under the Act.

7. RISK MANAGEMENT

- 7.1 Failure to provide Members with suitable guidance when becoming involved with an application received in accordance with the Gambling Act 2005, whether as an interested party or as a Member of the Licensing Sub-Committee, it could open up the local authority to accusations of pre-determination, bias or maladministration; and/or Members could leave themselves open to allegations under the Members' Code of Conduct. Hence, this would have a negative impact on the Council.

8. CUSTOMER IMPLICATIONS

- 8.1 Should amended code of practice be approved, a copy will be circulated to all Members.

9. OTHER IMPLICATIONS

Procurement Issues None
Personnel Implications None
Governance/Performance Management Please refer to main body of report
Community Safety including Section 17 of Crime and Disorder Act 1998 None
Policy The report is seeking approval to revise an existing policy, which already forms part of the Council's Constitution.

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

11. **APPENDICES**

Appendix 1 Revised Code of practice relating to licensing matters.

12. **BACKGROUND PAPERS**

None

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BROMSGROVE DISTRICT COUNCIL

CODE OF PRACTICE IN RELATION TO LICENSING MATTERS

Introduction

The Licensing Act 2003 and the Gambling Act 2005 will put local authorities firmly in the centre of decision making upon licences for regulated entertainment, the provision of alcohol, as well as late night refreshment and more recently the use of premises for gambling activities. Concerns regarding this shift in responsibility have centred around doubts surrounding the impartiality of Councillors - especially as regards those who will make up the Licensing Committee or Licensing Sub-Committee that will decide upon applications. This concern arises from a view that Councillors are subject to local political pressures and a belief that they will regard the views of local residents as taking precedence over the other interests of their communities.

As regards the Licensing Committee or Sub-Committee, the role of the Elected Member as part of that Committee will involve balancing the multiple needs and interests of the local community, whilst prioritising the Licensing Objectives associated with either the Licensing Act 2003 or the Gambling Act 2005. In doing so the Elected Member must maintain his/her impartiality and, as public perception of probity is critical, his/her appearance of impartiality too, during the decision making process.

This guidance therefore aims at enabling local Councillors to represent their constituents, whether they be residents, local businesses etc. should they wish to, by acting as an 'interested parties' at licence hearings, without

- (a) opening up the local authority to accusations of pre-determination, bias or maladministration; or
- (b) leaving themselves open to allegations under the Members' Code of Conduct.

The guidance applies to *all* the Council's Elected Members, whether they sit on a Licensing Committee/Sub-Committee or not.

Personal and Prejudicial Interests in relation to Licensing Applications

Members are reminded of their responsibilities under the Council's Code of Conduct to declare a Personal Interest, and possibly also a prejudicial interest, in relation to matters which affect their well being, or the well being of their friends or relatives or employer, to a greater extent than other council tax payers, ratepayers or residents. Personal, and possibly also prejudicial interests are therefore likely to arise in relation to a licence application where the Member (or their relatives, friends or employer):

- lives very near to the premises in question;
- is a frequent visitor to the premises in a personal capacity;
- belongs to a lobby or campaign group which may be directly impacted by the decision on the licence

or where the member is a relative or close friend of the applicant for a personal licence.

A situation also may occur where the Member carries out a function for another public authority or another local authority which is making an application for a licence, or which is making a representation, for example, if the local hospital or school is applying for a premises licence either under the Licensing Act 2003 or the Gambling Act 2005 and the Member is on the Board of Governors of the school or involved in the management of the hospital. It may also occur where the Member is a 'dual-hatted' Member and is part of the District Council's Licensing Committee but also a Member of the County Council which is applying for a licence for its land.

Although the Code of Conduct states that a member may regard himself as not having a prejudicial interest in a matter which relates to another public authority of which he is a member, availing oneself of this exemption may put the Council at risk of being accused of bias and of leading a member of the public to think the member's judgement is likely to be prejudiced. Members of the Licensing Committee or Sub-Committee should therefore regard themselves as having a prejudicial interest in any application made by another local authority or public authority with which they are connected.

Improper Influence

Members are also reminded of their obligation under the Code of Conduct not to use their positions as members to confer on or secure for themselves any advantage or disadvantage. This means that members should not use anything which is available to them as members (but which is not available to members of the public), e.g. access to officers or other Council members, or access to papers, to influence the outcome of a licensing application.

Bias and Predetermination

Bias has been defined as "an attitude of mind which prevents the [decision-maker] from making an objective determination of the issues that he has to resolve". In a quasi-judicial situation, such as a hearing by the Licensing Committee or Sub-Committee, there is no need for proof of actual or potential bias for there to be 'procedural impropriety' shown. It is sufficient that there is an appearance of bias. Accordingly, the test for bias is 'whether a fair-minded and informed observer, having considered the facts would conclude that there was a real possibility of bias'.

Bias at common law and personal and prejudicial interests under the National Model Code of Conduct are related but do differ as concepts and in their effect. Although the wording and apparent objectives are similar, the test for common law bias has a lower threshold. Bias at common law includes those areas where the potential Licensing Sub-Committee Member has created a real danger of a perception that he/she has prevented him or herself from being able to make an impartial determination of the issues. This is also known as fettering one's discretion.

Members should therefore avoid participating as a member of a Licensing Sub-Committee where previous voting or statements of belief may give rise to a public perception that they have pre-determined the application based upon their own prejudices. Members should also be careful to ensure that they only come to a final conclusion on an application when they have given fair consideration to all the evidence and arguments which are presented and it is time to make the decision.

However, a member who has avoided participating as a member of the Committee because there might be a perception that he/she is biased, may still attend the meeting and make representations either in favour or against the application,

provided that he/she does not have a prejudicial interest in the application (which would require complete withdrawal from the meeting) and provided that he/she plays no part in the decision-making process.

To help to avoid accusations of pre-determination and ensure that Ward Members are free to represent their constituents as 'interested parties,' Ward Members should not sit on Licensing Sub-Committees where the Sub-Committee is considering an application in that Member's Ward.

A further potential issue concerning bias or pre-determination is where a Member sitting on the Licensing Sub-Committee is a Member for another authority function such as economic development/regeneration, where that function's policy/decisions either impliedly or explicitly support (or oppose) the application. This might, for example, include the scenario where an 'Open Spaces' plan has been agreed and indicates that some areas of the local authority land will be licensed for entertainment purposes under the Licensing Act 2003 (explicit support); or where an economic regeneration plan includes the provision to encourage more theatres, restaurants or premises offering gambling facilities to an area (implicit support).

In such a situation, the Member concerned should make a disclosure of his/her position, in advance, to the Monitoring Officer who will decide if the Member can take part in the decision-making. Where there is doubt, the Monitoring Officer will make a presumption in favour of excluding the Member from the meeting concerned.

There will also be occasions on which the Licensing Committee or Sub-Committee considers an application made by the Council itself, in respect of one of its buildings or a piece of its land. In such a situation, Members would not normally be excluded from the Licensing Committee or Sub-Committee in these circumstances as it would make the decision-making process unworkable, but any member who has been a leading advocate for or against the application, or who is the Cabinet Member responsible for the building or land concerned should not sit on the Licensing Committee or Sub-Committee when such an application is considered. Applications made by the Council itself will always be referred to the Licensing Committee or Sub-Committee even where there are no representations, to minimise any potential appearance of bias.

Lobbying of or by Councillors

The Licensing Act 2003 and the Gambling Act 2005 sets out the grounds for making representations on licence applications and limits the parties which may make such representations. It should be borne in mind that one of the key aims of both pieces of legislation is to localise decision-making or 'democratise' the process and Members are therefore legitimately concerned with their locality and the needs/wishes of its constituents, including both the needs for entertainment facilities and employment, as well as the undesirability of crime and public nuisance.

Whilst lobbying of Members is legitimate and certain Members may make representations to the Licensing Committee on behalf of 'interested parties', it is crucial for the Licensing Authority and its Committee to ensure that there is neither actual nor an appearance of bias in its decision-making. It should also be remembered that concerns about political lobbying were the basis of the concerns which lead to the first Nolan Committee on Standards in Public Life.

To avoid an appearance of bias the following rules should be adhered to:

- No Member sitting on the Licensing Sub-Committee can represent one of the interested parties or the applicant. If s/he wishes to do so s/he must excuse him/herself from membership of the Sub-Committee which is considering the application and address the Sub-Committee as an 'interested party'.
- If a Member who sits on the Licensing Sub-Committee is approached by persons wishing to lobby him/her as regards the licence application then that Member must politely explain that they cannot discuss the matter and refer the lobbyist to his/her Ward Member or the Licensing Officer who can explain the process of decision making. If the Member who sits on the Licensing Sub-Committee wishes to represent them then s/he will need to excuse him/herself from the Licensing Sub-Committee.
- Members who are part of the Licensing Sub-Committee must avoid expressing personal opinions prior to Licensing Sub-Committee decision. To do so will indicate that the Member has made up his/her mind before hearing all the evidence and that their decision may not be based upon the licensing objectives relating to each piece of legislation nor the Licensing Authority's policy statements.
- Political group meetings should never be used to decide how any Members on the Licensing Sub-Committee should vote. The view of the Ombudsman is that using political whips in this manner may well amount to findings of maladministration.
- Councillors must not be members of the Licensing Sub-Committee if they are involved in campaigning on the particular application.
- Other Members (i.e. those which do not sit on the Licensing Sub-Committee) need to be careful when discussing issues relating to matters which may come before the Licensing Sub-Committee Members as this can easily be viewed as bias or pressure and may well open that Sub-Committee Member to accusations of such. There is no prohibition on discussing such issues with Committee Members but members should avoid taking measures which might be viewed as excessive e.g. attempting to obtain a commitment as to how the Member might vote.
- Members must not pressurise Licensing Officers to make any particular decisions or recommendations as regards applications (such as a decision on whether an application is frivolous or vexatious as per Section 18(7)(c)) of the Licensing Act 2003 and Section 161 and 162 of the Gambling Act 2005.

Pre-application / pre-decision discussions

Discussions between the licence applicant and Council officers prior to the submission of an application (or prior to a decision being made) are often helpful to both parties. For example, a premises licence applicant may ask for advice on how to complete an 'operating schedule'. However, these discussions can often be viewed by objectors as a form of 'lobbying' and the Council's officers must ensure that they are not open to accusations or appearance of bias, and must therefore ensure that such advice and assistance is clearly identified as being such and is not any type of 'predetermination'.

Although all applicants will be advised that all pre-decision discussions should be addressed to the officers in the Council's Licensing Section, Members of the Licensing Committee or Sub-Committee may also be approached by applicants before the meeting at which the application is to be decided. In such circumstances, a member should inform the person making the approach that they are unable to discuss the matter with him/her prior to the meeting at which the application will be decided and that he/she should address any enquiries to the relevant officer.

Where the officers in the Licensing Section do enter into verbal pre-decision discussions with applicants, a record of any advice will be taken and the applicant will be asked to confirm details of that advice in accordance with the form attached as Appendix "A". Details of discussions which take place by telephone will be retained in the form of file notes and copies of correspondence and emails (which will also make it clear that their contents do not bind the Council to a final decision) will be retained on the appropriate file(s).

Role of the Licensing Officer

Licensing Officers have no ability under the Licensing Act 2003 to make representations or to be a party to the hearing of an application by the Licensing Committee or Sub-Committee. There is no legal provision for Licensing Officers to make recommendations to the Sub-Committee in terms of the outcome of the application hearing as is seen in planning cases. However, in presenting applications to the Licensing Committee or Sub-Committee, the Licensing Officer will provide a summary report of the application, the representations, and his/her comments as to how these relate to the Licensing Act 2003, the Guidance and the local Licensing Policy Statement.

Decisions taken by the Licensing Officer, e.g. as to whether an application is vexatious or frivolous, will be fully recorded, together with the reasons for them.

Unlike the Licensing Act 2003, the Licensing Authority, in accordance with Section 157 of the Gambling Act 2005, has been identified as a public body who is entitled to make representations on an application and is therefore permitted to recommend to the Sub-Committee that conditions are imposed where necessary in light of local circumstances.

Decision making

Reasons for decisions made by the Licensing Committee or Sub-Committee will be clearly documented so that any subsequent accusations of bias etc. can be defended. It is critical that it is clear that decisions are made according to the Licensing Objectives as set out in each appropriate piece of legislation as well as the Licensing Authority's Policy Statements. Whilst the Government's Guidance accompanying each Act indicates some other factors may influence decisions (e.g. live music/cultural considerations) these will always be subservient to the Licensing Objectives and the Policy Statements.

Site visits

Site visits by Licensing Sub-Committee members are generally unnecessary and can put the Members and the Licensing Authority at risk of accusations of bias. However, if it is considered necessary to conduct a site visit, the reasons for doing so will be clearly documented and the visit will be carried out either as an unannounced visit to

the interior of the premises at a time when it is normally open, or as an unannounced visit to the exterior of the premises only. In either case, members who are involved in the site visit will approach the site visit in the context of “seeing what there is to be seen” and will not, during the site visit, enter into any discussions with either the applicant, his/her agent, or any other person having an interest in the application, e.g. an objector.



Record of Advice

In order to provide a clear record of what has been discussed, it is necessary for the District Council to request that members of the public and/or agents sign the following disclaimer when speaking to Officers of the Council with regard to general licensing enquires.

D. Hammond
Head of Planning and Environment Services

Proposal	
Address	
Agreed conclusion	

Signed	
Printed Name	
Date	
Officer seen	

I accept that the advice that I have received regarding my licensing enquiry was given by the Officer in the spirit of helpfulness and without prejudice to the Council's eventual decision, which can only be taken following statutory consultations and completion of formal processes.

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

3RD JANUARY 2007

SCHEME OF DELEGATION – GAMBLING ACT 2005

Responsible Portfolio Holder	Councillor P. Whittaker
Responsible Head of Service	Dave Hammond

1. SUMMARY

- 1.1 To update the current scheme of delegation in the Council's constitution to include functions to be dealt with by Council, Licensing Sub-Committee and Officers as recommended by the Gambling Commission.

2. RECOMMENDATION

- 2.1 Members are asked to recommend to Council that the attached table of delegations be adopted.

3. BACKGROUND

- 3.1 In order to allow determination of applications received in accordance with the Gambling Act 2005 in an effective and efficient manner, Members are asked to consider recommending to Council the proposed scheme of delegations as set out at Appendix 1. The proposed scheme follows those recommendations laid down in the guidance issued to local authorities by the Gambling Commission. The table sets out the lowest level of delegation that is permitted under S.154 of the Act.
- 3.2 The proposed scheme, if adopted, will make it clear what applications the Licensing Sub-Committee will, where necessary, determine. In general, the Sub-Committee will be the decision making body when representations (objections) have been received.
- 3.3 The timetable for implementation of the Act has been changed by DCMS due to delays with the regulations setting out the detail of the new regime. Applications made under the transitional arrangements will not be received until 30th April 2007 at the earliest, and therefore any hearings will not take place until at least June 2007.
- 3.4 A further report will be submitted in the new year, seeking additional delegations in respect of the Council's responsibilities towards the carrying out of inspections and/or enforcement duties as prescribed by the Gambling

Commission. The Gambling Commission intend to carry out a consultation on their proposals during November, with a view to the final document being published in April 2007.

4. FINANCIAL IMPLICATIONS

- 4.1 The cost of implementing the Gambling Act 2005 will be contained within the current budget for 2007/08 for the Council's licensing activities.
- 4.2 As the Government has not yet published the licence fee structure it is not possible to determine the levels of income that this new legislation will bring to the Council at this present time. This will be subject to a further report in due course and the impact on the financial plan will be presented to Members.

5. LEGAL IMPLICATIONS

- 5.1 S.154 of the Gambling Act sets out the delegation of licensing authority functions.

6. CORPORATE OBJECTIVES

- 6.1 The proposed scheme of delegation will assist the Council in meeting its objective to be an improving Council, as well as aiding the delivery of the Council's improvement plan.
- 6.2 The licensing of premises that offers gambling facilities is a statutory function under the Act.

7. RISK MANAGEMENT

- 7.1 Failure to adopt a scheme of delegation will result in the Council not being in a position to exercise its functions under the Act, which may give rise to a risk of judicial review challenge. This would have a negative impact on the Council.

8. CUSTOMER IMPLICATIONS

- 8.1 The proposed scheme of delegation will speed-up the decision making process, particularly in respect of non-contested applications and will aid the driving forward the improvement of the Council.
- 8.2 Neighbouring authorities are also proposing to adopt similar schemes, this will allow for greater consistency, particularly across the County, in the way in which applications will be determined. This will be helpful for trade organisations that also have premises in neighbouring local authority areas.

9. OTHER IMPLICATIONS

Procurement Issues None
Personnel Implications None
Governance/Performance Management None
Community Safety including Section 17 of Crime and Disorder Act 1998 It is envisaged that all applications will be submitted to the Police Authority for comment. Furthermore, all applications for a premises licence will need to address the licensing objective, preventing gambling from being a source of crime or disorder, being associated with crime or disorder, or being used to support crime.
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
Head of Service	Yes
Head of Financial Services	Yes
Head of Legal & Democratic Services	Yes
Head of Organisational Development & HR	No
Corporate Procurement Team	No

11. APPENDICES

Appendix 1 Proposed scheme of delegation.

12. BACKGROUND PAPERS

Guidance to Licensing Authorities – issued by the Gambling Commission
Gambling Act 2005

CONTACT OFFICER

Name: Sharon Smith
E Mail: sharon.smith@bromsgrove.gov.uk
Tel: (01527) 881626

Proposed table of delegations under the Gambling Act 2005

Matter to be dealt with	Full Council	Licensing Committee	Licensing Sub-Committee	Head of Planning and Environment Services and nominated deputies
Final approval of three year licensing policy including any subsequent revisions	Yes			
Policy not to permit casinos	Yes			
Determination of fee levels for premises licences and permits		Yes		
Application for a premises licence			Where representations have been received and not withdrawn	Where no representations have been received or representations have been withdrawn
Application for a variation to a premises licence			Where representations have been received and not withdrawn	Where no representations have been received or representations have been withdrawn
Application for a transfer of a premises licence			Where representations have been received from the Gambling Commission	Where no representations have been received by the Gambling Commission or representations have been withdrawn
Application for a provisional statement			Where representations have been received and not withdrawn	Where no representations have been received or representations have been withdrawn
Review of a premises licence			Yes	
Application for club gaming/club machine permits			Where representations have been received and not withdrawn	Where no representations have been received or representations have been withdrawn

Cancellation of club gaming/club machine permits			Yes	
Applications for other permits			Where representations have been received and not withdrawn	Where no representations have been received or representations have been withdrawn
Cancellation of licensed premises gaming machine permits				Yes
Consideration of temporary use notice				Yes
Decision to give a counter notice to a temporary use notice			Yes	
To determine whether a representation is frivolous and/or vexatious				Yes

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

3RD JANUARY 2007

SUBMISSION OF COMPREHENSIVE PERFORMANCE ASSESSMENT SELF ASSESSMENT

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

1. SUMMARY

- 1.1 To consider authorising the Acting Chief Executive, in consultation with the group leaders, to agree the CPA self assessment.

2. RECOMMENDATION

- 2.1 That Council authorise the Acting Chief Executive, in consultation with the group leaders, to agree the CPA self assessment.

3. BACKGROUND

- 3.1 This Council will undergo a Comprehensive Performance Assessment (CPA) in the week commencing 26 February 2007. As part of this process the Council is required to submit a self assessment document in advance of the inspectors arriving on site. The document must be submitted by 22 January 2007.

- 3.2 Whilst this is not a lengthy document it is however quite complex and will require much work in its preparation and as the timescales for submission are quite restrictive, given the Christmas and New Year break, it would be impractical to bring the final document to full Council for approval. In order that we make the best possible use of the time available it is therefore proposed that the Acting Chief Executive, in consultation with the group leaders, be authorised to submit the CPA self assessment.

4. FINANCIAL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

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

6. **CORPORATE OBJECTIVES**

- 6.1 The Council's objectives and priorities link directly and are fundamental to the CPA process.

7. **RISK MANAGEMENT**

- 7.1 Although the Council is likely to receive a "poor" rating as a result of the CPA, due to its methodology it is essential that a good self assessment is submitted and allowing sufficient time for this to be worked on is essential.

8. **CUSTOMER IMPLICATIONS**

- 8.1 There are no customer implications arising from this report.

9. **OTHER IMPLICATIONS**

Procurement Issues None
Personnel Implications None
Governance/Performance Management The CPA will review our performance management and governance arrangements.
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
Head of Service	No
Head of Financial Services	No
Head of Legal & Democratic Services	No
Head of Organisational Development & HR	No
Corporate Procurement Team	No

11. **APPENDICES**

None

12. **BACKGROUND PAPERS**

None

CONTACT OFFICER

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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

3RD JANUARY 2007

LOCAL PROTOCOL ON RELATIONS BETWEEN MEMBERS

Responsible Portfolio Holder	Councillor Mrs. C. Spencer
Responsible Head of Service	Claire Felton, Head of Legal and Democratic Services

1. SUMMARY

- 1.1 To consider the adoption of a Protocol on Relations between Members

2. RECOMMENDATION

- 2.1 That Council be recommended to approve and adopt the Protocol on Relations between Members.

3. BACKGROUND

- 3.1 The Council will best serve the interests of local people if there are clear arrangements between the Members and Political Groups represented on the Council for the management of political business. The interests of local people will also be best served if the working relationship between Members of all Political Groups is characterised by mutual respect, informality and trust, whilst recognising the need for healthy and constructive political debate within a vibrant democratic process. Such a relationship will mean that Members will speak to one another openly and honestly whilst political differences will be aired in an appropriate manner and not personalised.
- 3.2 A draft Protocol on Relations between Members is attached as Appendix 1". It is intended to facilitate such a working relationship and to help Members to perform effectively. This Protocol gives guidance on Members' roles and on what to do on the occasions when things go wrong.

4. FINANCIAL IMPLICATIONS

- 4.1 None

5. LEGAL IMPLICATIONS

- 5.1 None

6. **CORPORATE OBJECTIVES**

- 6.1 This will assist in working towards the Council's objective of Improvement, and in particular the priority of reputation.

7. **RISK MANAGEMENT**

- 7.1 Implementation of this Protocol is likely to minimise risk in terms of damage to the Council's reputation.

8. **CUSTOMER IMPLICATIONS**

- 8.1 None.

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	Yes
Corporate Director (Services)	Yes
Assistant Chief Executive	No
Head of Service	N/a
Head of Financial Services	No
Head of Legal & Democratic Services	Report author

Head of Organisational Development & HR	No
Corporate Procurement Team	No

11. APPENDICES

Appendix 1 Draft Local Protocol on Relations between Members

12. BACKGROUND PAPERS

None

CONTACT OFFICER

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Tel: (01527) 881429

BROMSGROVE DISTRICT COUNCIL

LOCAL PROTOCOL ON RELATIONS BETWEEN MEMBERS

1. INTRODUCTION

- 1.1 The Council will best serve the interests of local people if there are clear arrangements between the Members and Political Groups represented on the Council for the management of political business. The interests of local people will also be best served if the working relationship between Members of all Political Groups is characterized by mutual respect, informality and trust, whilst recognizing the need for healthy and constructive political debate within a vibrant democratic process. Such a relationship will mean that Members will speak to one another openly and honestly whilst political differences will be aired in an appropriate manner and not personalized.
- 1.2 This Protocol is intended to facilitate such a working relationship and to help Members to perform effectively. This Protocol gives guidance on Members' roles and on what to do on the occasions when things go wrong.
- 1.3 This Protocol must be read in the context of the Council's Constitution, the Members Code of Conduct and the Officer-Member Protocol.
- 1.4 The Council will formally adopt this Protocol and a copy will be issued to all Members and Senior Officers.

2. INTERPRETATION

- 2.1 In this Protocol:

"Member" includes all elected Members of the Council and all non-elected Members of any Committee (including the Standards Committee and any Overview Group and Scrutiny Committee) (or any Sub-Committee) irrespective of whether or not they have any voting rights;

"Officer" includes all members of staff directly employed by the Council and all contractors and employees of contractors delivering services on behalf of the Council.

3. GUIDING PRINCIPLES

- 3.1 In their dealings with one another, Members will:

- (a) serve only the public interest;
- (b) behave properly and not place themselves in situations where their honesty and integrity may be questioned;
- (c) make decisions on merit;
- (d) be open about (and be prepared to give reasons for) their actions;
- (e) promote equality by not discriminating against any person;
- (f) treat each other with dignity and respect, accepting a strong presumption that everyone is acting in good faith, and show courtesy in all meetings and contacts, both formal and informal;
- (g) uphold the law;
- (h) seek to ensure that the Council uses its resources prudently;
- (i) promote and support all these general principles by example, and act in a way that secures or preserves public confidence in local government; and
- (j) respect the decisions and authority of the Chair and Vice-Chair of the Council
- (j) respect the impartiality and integrity of officers.

3.2 In their dealings with one another, Members will also uphold the Members' Code of Conduct. The following provisions of the Code are particularly relevant to relations between Members:

- (a) paragraph 2(b) of the Code –
“A Member must treat others with respect”
- (b) paragraph 4 of the Code –
“A Member must not, in his official capacity, or any other circumstance, conduct himself/herself in a manner that could reasonably be regarded as bringing his office or the Council into disrepute.”
- (c) paragraph 7 of the Code –
“A Member must, if he/she becomes aware of any conduct by another Member that he/she reasonably believes involves a failure to comply with the Council's Code of Conduct, make a written

allegation to that effect to the Standards Board for England as soon as it is practicable for him/her to do so.”

4. POLITICAL DIFFERENCES AND PERSONAL CRITICISM

- 4.1 This Protocol is not intended to restrict or discourage legitimate, political debate. However, it is also in the interests of local people that there is a working relationship between Political Groups. That working relationship will be assisted if it is supported by a clear set of guidelines and it is these that this Protocol is intended to provide. The relationship between the Political Groups will also be supported if all Members adhere to high standards of courtesy and mutual respect in their dealings with one another.
- 4.2 As with their relations with officers in their dealings with fellow Members, it is important that robust debate of the issues at stake does not deteriorate into personal criticism of another person who holds a different point of view. Courtesy and civility must be maintained at all times.
- 4.3 Fellow Members must not be subject to name-calling, personal criticism or abuse. For the avoidance of doubt, this means that whilst a Member may question and debate any decision, act and omission to which a fellow Member may have been party, he may not criticize the ability, motivation, wisdom, skill or common-sense of the Member himself. Questioning a fellow Member’s integrity is a particularly serious matter and must never occur unless there is very clear documentary evidence to substantiate any allegation made, and even in these circumstances it will rarely be appropriate to question a Member’s integrity publicly without first pursuing other established procedures which are available for the investigation of allegations of ethical misconduct. The principles contained in this paragraph must be adhered to in meetings of the Council, the Cabinet and any Committee meeting, or any other meeting at which members of the public or third parties are present. This principle must also be observed in all dealings with the press and other media which should not under any circumstances be used to undermine or personally criticize fellow Members whether or not those Members are named or identified in any press or other media article or briefing.

5. RELATIONSHIPS BETWEEN NEIGHBOURING WARD MEMBERS

- 5.1 Members contacted by a constituent of a Fellow Member’s ward should refer the constituent to the appropriate Ward Member unless:
- (a) the Ward Member is absent or otherwise unable to deal with the query. In such cases the Members should ensure that the matter is referred to the Ward Member as soon as possible; or

- (b) the constituent, having first referred the matter to the appropriate Ward Member, considers that the request has not been adequately dealt with by the Ward Member. In such cases the Member should notify the Ward Member as a matter of courtesy that he/she intends to pursue the issue on behalf of the constituent and ensure that the Ward Member is involved or kept informed; or
 - (c) the Ward Member has expressly consented.
- 5.2 Members should not hold surgeries or open sessions within the ward of a Fellow Member unless that Member has given prior express consent to the proposal. This provision shall not apply in the three months before a District Council election.

6. MEETINGS BETWEEN GROUP LEADERS

- 6.1 The Leader of any Group may request a meeting with the other Group Leader(s) (or Deputy Group Leader(s) in cases where the issue relates to a complaint/concern about a Group Leader) at any reasonable time to discuss issues relating to current and/or forthcoming Council business. The Group Leaders will use all reasonable endeavours to meet as soon as is reasonably practicable thereafter. The Group Leaders will notify the Monitoring Officer of the date of the meeting.
- 6.2 At least one clear working day before the meeting an officer appointed by the Monitoring Officer will contact Group Leaders to ask for items to be included on the agenda for the meeting and will then send a copy of the agenda by e-mail to Group Leaders.
- 6.3 Group Leaders may invite a fellow Member to be present at these meetings. Actions agreed at these meetings will be minuted or otherwise recorded (unless the Group Leaders agree otherwise). The record of the meetings may be made by an officer appointed by the Monitoring Officer who, if not present for the whole meeting, will be invited in to record the agreed outcomes and actions.
- 6.4 These provisions may all be varied by agreement between the Group Leaders.

7. RELATIONS WITH MEMBERS OF OTHER LOCAL AUTHORITIES AND MEMBERS OF PARLIAMENT

- 7.1 Members of all Political Groups will observe the spirit of this Protocol in their dealings with Members of other Local Authorities and Members of Parliament.

7.2 Members of all Political Groups will seek to work constructively with Members of other Local Authorities, irrespective of their potentially different political allegiances in order to promote the best interest of the Council and local people.

7.3 Members of all Political Groups will seek to work constructively with Members of Parliament, especially Members of Parliament representing parts of the Borough, irrespective of their potentially different political allegiances in order to promote the best interest of the Council and local people.

8. MEMBERS' ACCESS TO INFORMATION AND TO COUNCIL DOCUMENTS

8.1 This is covered in the Council's Constitution in the Access to Information Procedure Rules and in the Member- Officer Protocol.

8.2 Members may share with other Members of the Council (but not third parties) exempt information unless expressly prohibited from doing so by the person or body providing the information, but must ensure that any recipient Member is aware that the information may not be disclosed to any party outside the Council.

9. WHEN THINGS GO WRONG

9.1 From time to time the relationship between Members may break down or become strained. Whilst it will always be preferable to resolve matters informally through conciliation, if necessary by the Group Leaders, this is not always possible. Where this is the case, and a Member considers that another Member has acted in breach of this Protocol, the following procedure will be followed.

9.2 If attempts at resolving matters informally have not been successful where a Member considers that another Member has acted in breach of this Protocol, the following procedure will be followed:-

- (a) the Member must make a written complaint to the other Member and copy that complaint to Group Leaders. This must specify all incidents that the complainant intends to raise and set out the alleged breach of this Protocol;
- (b) the Member who has been complained about shall (within 10 working days) respond in writing to the complainant and copy that response to Group Leaders;

- (c) Group Leaders shall (within 10 working days (or as soon thereafter as is reasonably practicable)) meet to discuss the complaint. If they both consider that the complaint is unreasonable, frivolous, or vexatious, that shall be the end of the matter. If they both consider that the complaint is of a purely technical or minor nature, they may invite the Member who has been complained against to make a written apology, in a form (and within a timescale) agreed between the Group Leaders. Once that apology has been made that shall be the end of the matter unless the Member subsequently acts in a manner at variance with that apology;
 - (d) if either Group Leader considers the complaint is of a more serious nature than mentioned in the previous paragraph, or if the Member complained against fails to give the requisite apology, the Group Leaders shall agree a suitable course of action;
 - (e) both the Complainant and the Member complained about shall be advised in writing by the Group Leaders of their decision;
 - (f) a Complainant may at any time withdraw a complaint by notice in writing to the other Member and copy that notice to Group Leaders.
- 9.3 Exceptions may be made to the procedures outlined in paragraphs 8.2 above if to do otherwise would conflict with the Council's policy on "Whistle blowing" or potentially prejudice a criminal investigation (whether in progress or reasonably contemplated in the future).

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

3RD JANUARY 2007

COMMITTEE TIMETABLE 2007/08

Responsible Portfolio Holder	Leader of the Council
Responsible Head of Service	Acting Head of Legal and Democratic Services

1. SUMMARY

- 1.1 A draft Committee Timetable for 2007/08 is attached as Appendix 1. Subject to any comments from Cabinet Members, this will be recommended for approval at the full meeting of the Council on 16th January 2007.

2. RECOMMENDATION

- 2.1 That the Committee Timetable for 2007/08 be approved.

3. BACKGROUND

- 3.1 The proposed Committee Timetable for 2007/08 is on similar lines to the current year in that the Cabinet is scheduled to meet on a monthly basis and the ordinary meetings of the Council are every two months (i.e. a Council meeting for every two Cabinet meetings). The Scrutiny Steering Board is scheduled, as at present, to meet the evening before Cabinet so that the Board can consider items on the Cabinet Agenda. This allows the Board's Chairman to forward any comments to the Cabinet the following evening.
- 3.2 Special meetings of the Cabinet and Council have been included at the end of June 2007 to approve the Council's accounts. It is a statutory requirement that the accounts be approved by the end of June 2007.
- 3.3 Special meetings of the Cabinet and Council have been included in late February 2008 for consideration of the budget.
- 3.4 Monthly meetings of the Licensing Committee have not been included in the proposed timetable. A number of meetings of this Committee have been cancelled during the current year due to lack of business and it is therefore proposed that meetings will be arranged as and when required during 2007/08.

4. FINANCIAL IMPLICATIONS

4.1 None

5. LEGAL IMPLICATIONS

5.1 None

6. CORPORATE OBJECTIVES

6.1 The forward planning of the Council's decision-making processes complements the Council's Improvement and Community Influence agenda.

7. RISK MANAGEMENT

7.1 There are no direct risks arising from this report.

8. CUSTOMER IMPLICATIONS

8.1 Once approved the Committee Timetable will be publicised within the Council and externally to provide advance notice of future meetings.

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	No
Acting Chief Executive	No
Corporate Director (Services)	No
Assistant Chief Executive	No
Head of Service	Yes
Head of Financial Services	No

Head of Legal & Democratic Services	Yes
Head of Organisational Development & HR	No
Corporate Procurement Team	No

11. APPENDICES

Appendix 1 Draft Committee Timetable 2007/08

12. BACKGROUND PAPERS

None

CONTACT OFFICER

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DRAFT

COUNCIL AND COMMITTEE DATES 2007/08

Bank Holidays:

2007 – 7th May, 28th May, 27th August

2008 – 5th May

Easter:

2007 - 6th April (Good Friday), 9th April (Easter Monday)

2008 - 21st March (Good Friday), 24th March (Easter Monday)

Tuesday 1 st May 2007	Scrutiny Steering Board
Wednesday 2 nd May 2007	Executive Cabinet
Thursday 3rd May 2007	District Council Elections
Tuesday 15 th May 2007	Council (Annual Meeting)
Friday 18 th May 2007	Performance Man. Board
Monday 21 st May 2007	Planning Committee
Tuesday 5 th June 2007	Scrutiny Steering Board
Wednesday 6 th June 2007	Executive Cabinet
Friday 15 th June 2007	Performance Man. Board
Monday 18 th June 2007	Planning Committee
Wednesday 27 th June 2007	Executive Cabinet/Council (Special Meetings – Accounts)
Tuesday 3 rd July 2007	Scrutiny Steering Board
Wednesday 4 th July 2007	Executive Cabinet
Tuesday, 10 th July 2006	Audit Board
Friday 13 th July 2007	Performance Man. Board
Monday 16 th July 2007	Planning Committee
Tuesday 17 th July 2007	Council
Tuesday 31 st July 2007	Scrutiny Steering Board
Wednesday 1st August 2007	Executive Cabinet
Monday 13 th August 2007	Planning Committee
Thursday 16 th August 2007	Standards Committee
Friday 17 th August 2007	Performance Man. Board
Tuesday 4 th September 2007	Scrutiny Steering Board
Wednesday 5 th September 2007	Executive Cabinet
Monday 10 th September 2007	Planning Committee
Friday 14 th September 2007	Performance Man. Board
Tuesday 18 ^h September 2007	Council
Tuesday 2nd October 2007	Scrutiny Steering Board
Wednesday 3rd October 2007	Executive Cabinet
Monday 8 th October 2007	Planning Committee
Monday 15 th October 2007	Audit Board
Thursday 18 th October 2007	Standards Committee
Friday 19 th October 2007	Performance Man. Board

Monday 5 th November 2007	Planning Committee
Tuesday 6 th November 2007	Scrutiny Steering Board
Wednesday 7 th November 2007	Executive Cabinet
Tuesday 13 th November 2007	Council
Friday 16 th November 2007	Performance Man. Board
Monday 3 rd December 2007	Planning Committee
Tuesday 4 th December 2007	Scrutiny Steering Board
Wednesday 5 th December 2007	Executive Cabinet
Thursday 13 th December 2007	Standards Committee
Friday 14 th December 2007	Performance Man. Board
Monday 7 th January 2008	Planning Committee
Tuesday 8 th January 2008	Scrutiny Steering Board
Wednesday 9 th January 2008	Executive Cabinet
Monday 14 th January 2008	Audit Board
Tuesday 15 th January 2008	Council
Friday 18 th January 2008	Performance Man. Board
Monday 4 th February 2008	Planning Committee
Tuesday 5 th February 2008	Scrutiny Steering Board
Wednesday 6 th February 2008	Executive Cabinet
Thursday 7 th February 2008	Standards Committee
Friday 15 th February 2008	Performance Man. Board
Wednesday 20 th February 2008	Executive Cabinet (Special Meeting – Budget)
Tuesday 26 th February 2008	Council (Special Meeting – Budget)
Monday 3 rd March 2008	Planning Committee
Tuesday 4 th March 2008	Scrutiny Steering Board
Wednesday 5 th March 2008	Executive Cabinet
Friday 14 th March 2008	Performance Man. Board
Tuesday 18 th March 2008	Council
Monday 31 st March 2008	Planning Committee
Tuesday 1 st April 2008	Scrutiny Steering Board
Wednesday 2 nd April 2008	Executive Cabinet
Thursday 3 rd April 2008	Standards Committee
Monday 14 th April 2008	Audit Board
Friday 18 th April 2008	Performance Man. Board
Monday 21 st April 2008	Planning Committee
Tuesday 22 nd April 2008	Council
Tuesday 6 th May 2008	Council (Annual Meeting)

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

3RD JANUARY 2007

ELECTORAL ADMINISTRATION ACT 2006

Responsible Portfolio Holder	Councillor Mrs. C. J. Spencer
Responsible Head of Service	Claire Felton Acting Head of Legal & Democratic Services

1. SUMMARY

- 1.1 To advise members of the main implications of the Electoral Administration Act 2006.

2. RECOMMENDATION

- 2.1 Members are requested to note the report and in particular the four key principles of the legislation, detailed in section 3.7 below.

3. BACKGROUND

- 3.1 The Electoral Administration Act 2006 was introduced into Parliament in 2005 and received Royal assent on 11th July 2006.

- 3.2 The measures in the Act are largely based on recommendations made by the Electoral Commission in its 'Voting for Change' report. It also takes into account the 'Securing the Vote' recommendations and responses from administrators and other stakeholders to the DCA (Department for Constitutional Affairs) policy discussion in May 2005.

- 3.3 The Act makes changes to the way that the electoral system is administered, not only in the way that elections are run but also how people register to vote, how candidates run for elections, how political parties are regulated and how the delivery of electoral services is measured.

- 3.4 Some of the provisions in the Act make changes to current practices; for example the way that people apply for a postal vote will change. Others extend existing rules to new areas, for example the new regime for regulation of loans to political parties based on the existing donations rules. Some provisions will introduce new ways of administering the electoral process such as the new online record of electors, CORE, which will change the way registration information is stored.

- 3.5 The emphasis will be on turning the legislation into good working practice to ensure future electoral activity can run effectively with the new measures in place. Implementation of the Act will require a balance between implementing measures to address the three key issues of access, confidence and administration as soon as possible but at the same time allowing adequate time to deliver the changes effectively.
- 3.6 All the measures in the Act will, where possible, be implemented on a nationwide basis in good time prior to the elections in May 2007.

Some of the changes in the Act involve changes to the electoral registration process and took effect at the 2006 annual canvass. This included the new duty on Electoral Registration Officers to maximise the registration and the new offence to supply false information to the Registration Officer. As a result additional efforts were made to maximise the number of returns made.

Other changes in the Act are not based around the actual conduct of elections and will be able to come into force at suitable times in the electoral cycle. There are also many measures however that require further details to be set out in regulations and it is intended that any relevant DCA regulations for the 2007 elections will be laid in October.

- 3.7 The 4 key principles are:

- *Improving access and engagement*
Elections are at the heart of our democratic process. Everyone who is eligible and registered has the right to vote so it's important that they can and want to vote. The Act aims to enhance access to all those involved in the democratic process to promote equal access to all.

In order to vote all those eligible are required to register. The Electoral Commission estimates that between 3 and 4 million eligible electors in this country are not registered to vote. The Act aims to improve how and when people can register so that they are able to secure their right to vote.

- *Improving confidence*
Free and fair elections are our right. Democracy is not only about having the choice to vote but also having the confidence in the integrity of the system. The Act aims to improve the security around how people vote and introduces deterrents against fraud so that people have confidence that their vote will be cast and counted fairly.
- *Extending openness and transparency in party financing*
Open and transparent financing of political parties is key. Extending existing regimes to other areas of political party financing will create robust and transparent mechanism to enhance confidence in the

democratic system. The Act provides for loans to political parties to be governed by a similar regime of transparency and permissibility to that set out for donations.

- *Maintaining professional delivery of electoral services*
Professional delivery of elections underpins a healthy democracy. Better access and enhanced confidence in the system that works effectively and is managed professionally. The Act gives new powers to electoral administrators and introduces measures to simplify electoral practices and improve the way that elections are conducted.

4. FINANCIAL IMPLICATIONS

- 4.1 Any added requirements, particularly those relating to checking of postal vote applications/signatures are being given specific funding from the DCA. It is anticipated that Bromsgrove will receive approximately £5920 for collection of applications/identifiers (74p per person) and £7920 for checking (electronically) of signatures (99p per person). Currently there are approximately 8000 Absent Voters registered.
- 4.2 It is not yet known what the practical cost implications will be or whether the funding is sufficient and it may prove necessary to seek member instructions when final costs are known.

5. LEGAL IMPLICATIONS

- 5.1 The Act will affect the organisation of elections and will work in conjunction with existing earlier legislation. Secondary legislation and/or appropriate statutory instruments will need to be passed to implement sections of the Act. It is proposed that all the issues (with the exception of Anonymous Registration) will be implemented in time for the May 2007 elections. Some secondary legislation has already been implemented with effect from 1/1/07.

6. CORPORATE OBJECTIVES

- 6.1 The changes identified in this report will impact directly on the Councils Corporate Improvement Objectives. These changes will also impact on the enhancement of the Council's reputation and the related Community Influence and Involvement agenda.

7. RISK MANAGEMENT

- 7.1 One of the provisions of the Act requires a regular review of polling stations to ensure they meet fully the requirements of the Disability Discrimination Act and Health and Safety requirements.

8. CUSTOMER IMPLICATIONS

- 8.1 A new power is given for Returning Officers to promote elections and provide a ring-fenced fund for publicity and promotional activity. It also provides for pre-poll information to be sent to all electors ahead of polling day including details about their vote. Pre-election information will be provided to all the electorate ahead of polling day including details about their vote.

9. OTHER IMPLICATIONS

Procurement Issues	IT for Absent Voters Identifiers
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	Accessibility issues at polling stations and the requirements under the act to maximise democratic involvement

10. OTHERS CONSULTED ON THE REPORT

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

11. APPENDIX

Electoral Administration Act 2006 – Department for Constitutional Affairs
Fact Sheet

12. BACKGROUND PAPERS

Department for Constitutional Affairs fact sheet.

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Electoral Administration Act 2006 – Fact sheet

The Electoral Administration Act aims to tackle four key areas at the core of a healthy democracy.

Improving Access and Engagement: The Electoral Administration Act provides the basis for access to registration, postal votes, and voting on polling day by making the following changes:

- Introduces a duty on EROs to undertake certain steps to maximise the register.
- Extending the last date someone can register after an election has been called (11 days before polling day).
- Enables voters to register anonymously if they meet the relevant criteria.
- Introduces a framework for the Co-ordinated Online Record of Electors (CORE) to improve the accuracy and integrity of electoral registers.
- Reduces the age required for a candidate to stand at an election from 21 to 18.
- Establishes a framework for administrators to review polling stations regularly to ensure that they provide people with proper access.
- Improves information available to voters by enabling administrators to provide guidance in a variety of languages and formats.
- Extends the right for detained mental health patients (other than those detained under criminal powers) who have been given permission to leave hospital on a temporary basis to vote in person, as well as by post or proxy.
- Allows parents or those with caring responsibilities to take children into polling stations with them when they go to vote.
- Gives Returning Officers a new power to promote elections and provides a ring-fenced fund for publicity and promotional activity.
- Provides for pre-poll information to be sent to all electors ahead of polling day, including details about their vote.
- Introduces a simpler and more convenient declaration of identity for postal voters, removing the need for a witness.
- Introduces clearer rules for candidates and political parties participating in elections and reduces bureaucracy for smaller parties and independent candidates.
- Allows for the piloting of photographs on ballot papers, following a full policy consultation.
- Abolishes the common law rule that prevented certain people with mental impairments from voting, in order to ensure that they are not prevented from participating in the electoral process.
- Allows for the extension of service voter declarations up to 5 years and for the Ministry of Defence to maintain a record of registration options of service personnel

Improving Confidence: The Electoral Administration Act will improve security and transparency by making the following changes:

- Creates two new elections offences in order to provide stronger deterrents against electoral fraud. These are for supplying false information or failing to supply information to the electoral registration officer at any time and for falsely applying for a postal or proxy vote.

- Provides for signatures and dates of births to be provided on postal vote applications and postal vote statement, enabling checks to be carried out.
- Introduces a marked register of postal votes received, similar to that currently used for polling station voters.
- Revises the offence of undue influence, enabling the offence to be effective even where influence has not led to any action being taken.
- Improves the security of ballot papers, replacing stamping instruments with a security mark and enabling the use of barcodes on ballots to help with the administration of lost or stolen postal votes / replacement ballot papers.
- Allows accredited observers into polling stations to observe the electoral process, and at other parts of the process, such as the count.
- Requires voters to sign for their ballot paper at the polling station to deter fraud.
- Increases the length of time available for the police to carry out investigations into electoral fraud.
- Provides for statutory secrecy warnings to accompany postal and proxy voting papers to deter anyone from unlawfully attempting to influence another person's vote.

Extending Openness and Transparency in Party Financing: The Electoral Administration Act brings into line the reporting of loans from political parties with the donations regime by making the following changes;

- Introduces a new regime for regulation of loans to political parties based on the existing donations rules.

Maintaining Professional Delivery of Elections: The Electoral Administration Act will support top quality administration of elections, providing a clear vision of good electoral services and how they are delivered by making the following changes:

- Provides a new power for administrators to rectify clerical and administrative errors (such as mismatched serial numbers on postal votes) during the course of the election, and on polling day.
- Supports the administration of postal votes by enabling automated production of postal vote documents, including by replacing the counterfoil on ballot papers with a separate list to record ballots issued to electors.
- Introduces simpler and more flexible funding arrangements for national elections by reducing micro-management by central Government.
- Establishes performance standards to promote best practice in the administration of elections.
- Introduces a power for the Electoral Commission to obtain from returning officers statements of expenditure on elections, ensuring greater transparency and providing accurate data on overall electoral spending.
- Improves the nominations process, providing administrators with a dedicated period of 24 hours to check nominations before the publication of the statement of persons nominated and enabling administrators to correct minor errors on nomination papers.
- Gives new powers to the Electoral Commission, enabling it to fulfil its statutory duties to monitor and advise on electoral law and processes.
- Allows for pre-consolidation changes to be made to existing electoral law, to facilitate any possible future consolidation of electoral law.

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

3RD JANUARY 2007

COMMUNITY INFLUENCE/NEIGHBOURHOOD MANAGEMENT PILOT

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

1. SUMMARY

- 1.1 The purpose of the report is to present a proposal to move forward on the issue of community influence/neighbourhood management in the District (Council Objective 3, Priority 6).

2. RECOMMENDATION

- 2.1 Cabinet are requested to agree:
- i. To select 2 areas in which to pilot neighbourhood management committees, namely Waseley/Beacon and Alvechurch.
 - ii. A budget of £8,000 for 2007/08 (subject to agreement of the 2007/08 Council budget) delegated to the Assistant Chief Executive to support the associated administrative costs for the pilot phase.

3. BACKGROUND

- 3.1 One of the most important emerging challenges in local service delivery will be to ensure that local people are empowered to help design services focused on their needs, what has been referred to as devolution or 'double devolution', i.e. devolution from the centre to the town hall and from the town hall to smaller towns, villages, parishes and neighbourhoods.

- 3.1.1 Unlike other area based initiatives, neighbourhood management is not about distributing large pots of money, but rather focuses on changing relationships between service providers, improving their responsiveness to local needs and building a sense of shared responsibility on the ground. There is no one model of neighbourhood management; instead, the structures and organisation of committees is tailored to suit local circumstances.

3.2 Key Features of Neighbourhood Management

- 3.2.1
- Community involvement and leadership.

- Tools to get things done – joining up and reshaping services.
- Systematic, planned approach to tackling local problems.
- Effective delivery mechanisms

3.3. **Expected Benefits**

- 3.3.1
- Making services more relevant and reflecting local priorities.
 - Improving service standards.
 - Community empowerment.

Appendix 1 sets out how the proposed area committees would provide a tactical response to local issues and provide an extra dimension to the PACT meetings (operational) and LSP Stakeholder meetings (strategic).

3.4 **Community Influence/Neighbourhood Management in Bromsgrove District**

3.4.1 The recent Government White Paper, Strong and Prosperous Communities, identifies responsive services and empowered communities as a key development for local government. The White Paper talks about neighbourhood charters, communities tackling local issues through working in partnership and the possibility of devolved budgets.

3.4.2 The Council already has a head start on this agenda through the Partners & Communities Together (PACT) meetings, which has been identified as national best practice.

3.4.3 PACT enables local people (who live, work or spend time in an area) to 'task' their local police officer, partner agencies (such as the Local Authority) and other community representatives to assist with problem solving at a local level. They provide community members with the opportunity to communicate with local policing teams and other partners, and enable low level, localised policing issues to be addressed together with partners, using all available options and solutions. PACT meetings represent a highly visible way of engaging with people and gives the Council a ready-made mechanism that could feed into neighbourhood, or area, committees. The community influence/neighbourhood management initiative would not replace PACT, but would work alongside it (see Appendix 1). PACT is currently resourced by the Police but through the community influence/neighbourhood management initiative, we would wish to make elected members much more central to the process of neighbourhood management.

3.4.4 Early in 2006, the Local Strategic Partnership (LSP) Board membership was renewed and reshaped in order to make it 'fit for purpose' to deliver joined up outcomes for local people. The Board has selected four major local priorities to work in partnership on: Longbridge Regeneration; Affordable Housing; and Bromsgrove's contribution to the LAA. It was also agreed that the LSP will in future hold two stakeholder events each year: one in the autumn to align with the Council budget setting process,

and one in the early summer to report on activity undertaken during the previous year. These events will be another way of engaging with a broad range of partners and members of the public.

- 3.4.5 If PACT deals with immediate, operational matters and the LSP Board with strategic issues, there is a tactical dimension in terms of community engagement and action that is currently missing and has been identified by ward councillors as an area that needs to be addressed. For example: If young people are gathering in an area PACT is likely to produce an immediate operational response e.g. more visible policing; however, there may be other, more tactical responses like providing diversionary activity and strategic responses like building a youth centre. The local community requires a mechanism for doing this and getting agencies to work together. Appendix 1 demonstrates how the influencing process could work, based on a three level approach: operational (PACT); tactical (area committee); strategic (LSP) for bigger issues. In theory, issues could be raised at any level and the subject be referred to the appropriate level. What the proposal does give is flexibility and the ability for issues to be raised at strategic level where appropriate. Appendix 2 details who could be involved with an area committee. It is envisaged that a senior officer from Bromsgrove District Council will attend; this has proved beneficial at PACT meetings as an immediate response to issues can often be given.
- 3.4.6 The term “social capital” is increasingly used by policy makers as another way of describing “community”, but it is important to recognise that a traditional community is just one of many forms of social capital. Work-based networks, diffuse friendships and shared or mutually acknowledged social values can all be seen as forms of social capital. Research shows that people are spending more and more time watching television and not leaving their homes. This trend appears to be having a knock-on effect on voluntary work, which is falling. Any model of neighbourhood management seems to assume an increase in community engagement, which may not be possible set against the social trends discussed above. However, there is a dichotomy because when people really care about what’s happening in their area, they *will* get involved. A good local example of this was the proposed closure of the A&E service at Kidderminster Hospital. The neighbourhood (or area) committee therefore needs to further engage the engaged, e.g. ward councillors, and increase their influence, and provide a mechanism that enables local people to become more involved should they wish to do so.
- 3.4.7 We need to ensure that the model enhances the democratic system and does not add in a fourth tier of local government. The model must also be clear, transparent and accountable, but needs to be flexible enough for community leaders to invite the appropriate people onto the committee. The committees will not be a formal decision making body and therefore will not be formally clerked.
- 3.4.8 It is envisaged that meetings will be held at local discretion, on a bi-monthly basis. Meetings need to be flexible but take account of officer time and commitment. A small budget will be available to each

committee, part of which could be used to finance a clerk, possibly the Parish Clerk. The Assistant Chief Executive will hold the budget and therefore there will be no issues with financial regulations.

- 3.4.9 The proposed approach also includes the development of neighbourhood action plans. The idea behind this concept is that the particular ward(s) will be able to articulate the issues that they face and what they see as priorities for action. This will provide a mechanism for the LSP Board and the individual organisations within the Board to better understand the needs for each locality and feed this information into business planning and budget processes. This approach is set up in Appendix 3 and Appendix 4.

3.5 **Governance**

- 3.5.1 It is envisaged at this stage that governance would be quite informal at this stage, with the attendance of a senior officer from the Council providing a sufficient steer. In addition, the two pilots are in areas with experienced District councillors.

3.6 **Resources**

- 3.6.1 There are resource implications attached to the proposal, but it is not envisaged that an expensive resource be created to administer the initiative. There are examples of failed neighbourhood management initiatives – Walsall had difficulties and SMT had a recent visit to Watford, where similar issues were reported, where expensive structures were set up which in reality made no difference to the lives of local people. We would aim to keep costs down to a minimum and one way of doing this would be to exploit avenues of social capital (referred to in paragraph 3.4.6). In addition, the support of our partners is required and will be discussed further through the LSP Board.

- 3.9.7 If it is agreed to pilot the initiative in the two areas suggested, it would be reasonable to commence formally in April 2007. This would allow sufficient time to form the structure of the committee, establish working procedures and ensure that financial requirements can be fed into to the 2007/08 budget preparation process.

- 3.9.8 The pilot areas would need to be evaluated and consideration given as to how the evaluation and lessons learned would feed into the expansion of the initiative.

4. **FINANCIAL IMPLICATIONS**

- 4.1 A budget bid in the region of £8,000 will be required to allow the pilot phase to commence.

5. **LEGAL IMPLICATIONS**

- 5.1 None.

6. **CORPORATE OBJECTIVES**

6.1 This item links to Council Objective 3, Sense of Community and Well Being and Corporate Priority 6 Community Influence.

7.1 RISK MANAGEMENT

7.1 The Neighbourhood Management National Network Scoping Study Summary Report details some of the key obstacles/risks that need to be considered:

- Securing the commitment of key partners at all levels: While there may be buy-in at the top of local authorities and at a very local level with front line staff, influencing and engaging middle managers in the process can be more challenging. Service providers who are signed up at a senior level therefore will need to communicate this effectively through their organisations.
- Baseline information and mapping of resources at a neighbourhood level: This is often due to boundaries not being coterminous, which makes gathering data difficult. Disaggregating budgets is also very challenging and can be compounded by the externalisation and contracting arrangements for some services.
- Accountability: Overall there is a relatively high level of participation by local councillors in neighbourhood management initiatives. However, feedback indicates that there are tensions between the neighbourhood management approach and other forms of local accountability, including in some areas parallel area committees of councillors.
- Relationships with partners: Building these relationships takes time and can often be dependent on the individual personalities and personal relationships in a locality, and on the willingness of local partners to engage.
- Clear definition of roles: Neighbourhood Managers need support in creating clearly defined roles with 'clout' which specify their autonomy, developing influence and access to decision makers especially middle managers in agencies serving the neighbourhood.
- Public perception: Some of this is about managing expectations and balancing quick wins against long-term gains. There is also an expectation that neighbourhood management will bring an area significant resources along the lines of SRB and NDC funding streams, and there are therefore demands for investment that simply cannot be met from neighbourhood management resources. As with all NR activity, neighbourhood management will only work if there is support for the initiative beyond the neighbourhood.
- Although neighbourhood management is being developed by a significant number of LSPs, their knowledge of activities and links to initiatives tend to be weak. There is very little indication that connections are being made in respect of achieving common floor targets, and LSPs are not yet taking on the cross-agency problem-solving role envisaged in the Neighbourhood Renewal Strategy. There are however signs that as LSPs mature and develop tighter management of Neighbourhood Renewal Funding and focus on their floor targets, more effective links with neighbourhood management may be developed.

8. CUSTOMER IMPLICATIONS

8.1 The recommendations of this report potentially have a huge impact on external customers. The recently published White Paper discusses local government acting as a strategic leader and place-shaper. People want to live in pleasant and thriving places: to have good quality services, a safe and good physical environment, accessible transport links, a strong sense of community and for there to be opportunity for all. Tackling these problems is hard and any one service on its own cannot solve all problems, but an initiative such as this may go some way to beginning to address such issues.

9. OTHER IMPLICATIONS

Procurement Issues - None
Personnel Issues - None
Governance/Performance Management – Some form of terms of reference will need to be agreed.
Community Safety including Section 17 of Crime & Disorder Act 1988 – The approach adopted needs to link to PACT.
Policy - None
Environmental - None
Equalities and Diversity – Increased awareness of councillors through training that is important in order to fulfil their community leadership approach properly.

10. 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 Legal & Democratic Services	Yes
Head of Financial Services	Yes

Head of Organisational Development & HR	No
Corporate Procurement Team	No

11. **APPENDICES**

- Appendix 1 Area Committee: How the process may work
- Appendix 2 Neighbourhood Area Committee – Those Involved
- Appendix 3 Community Influence Planning Process
- Appendix 4 Proposed Process and Timeline

12. **BACKGROUND PAPERS**

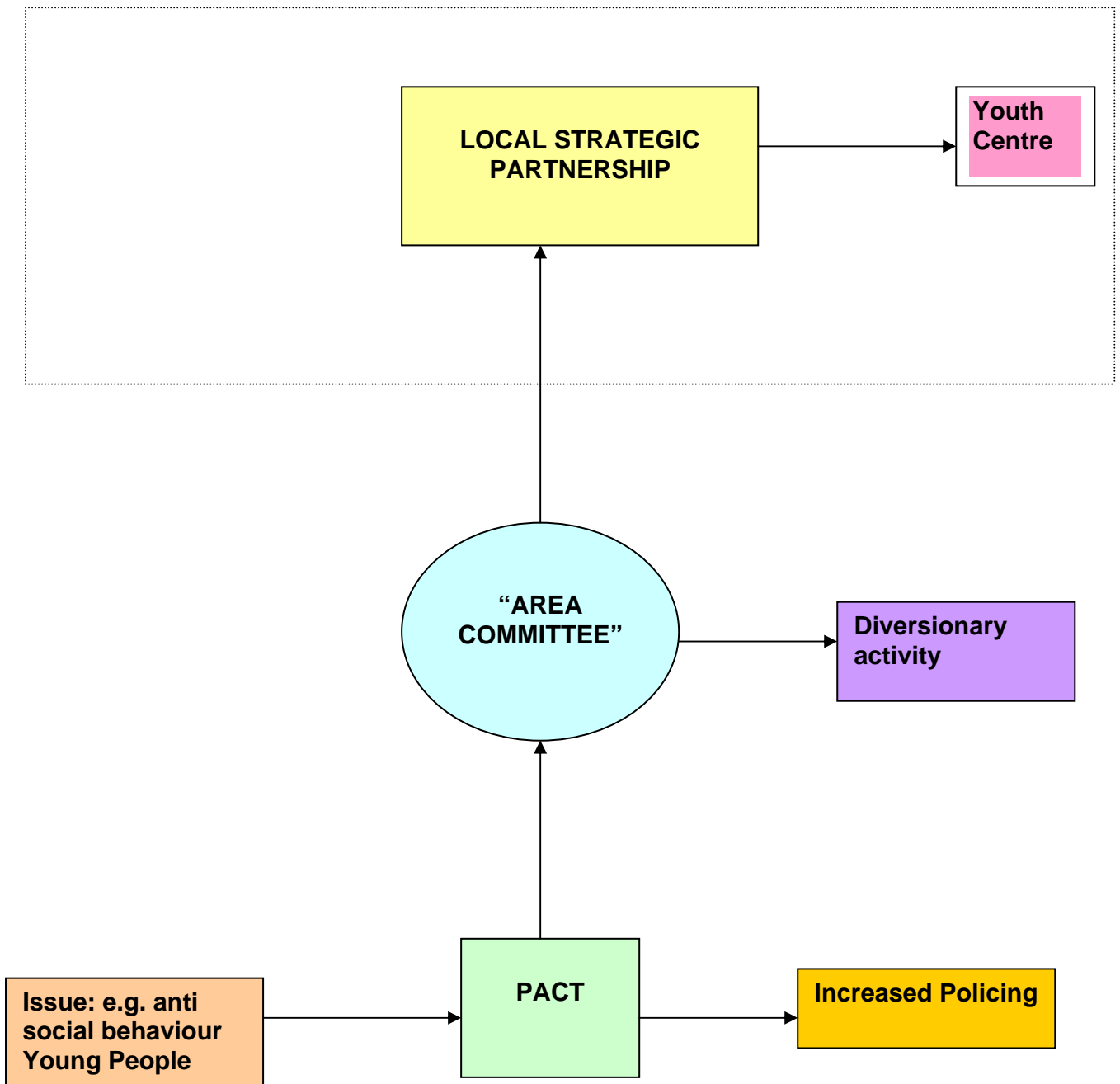
Neighbourhood Management National Network Scoping Study Summary Report.

Strong and Prosperous Communities, the Local Government White Paper

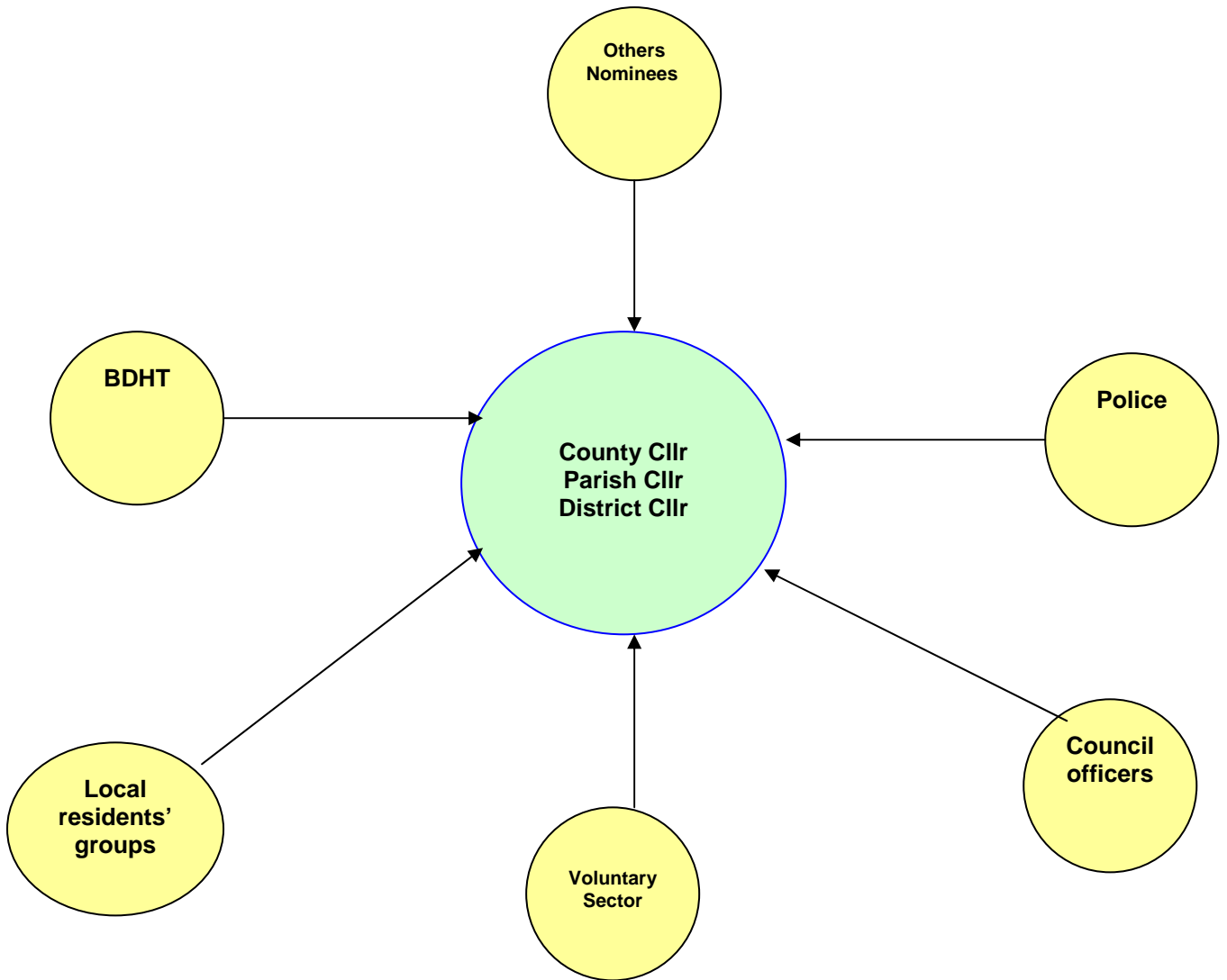
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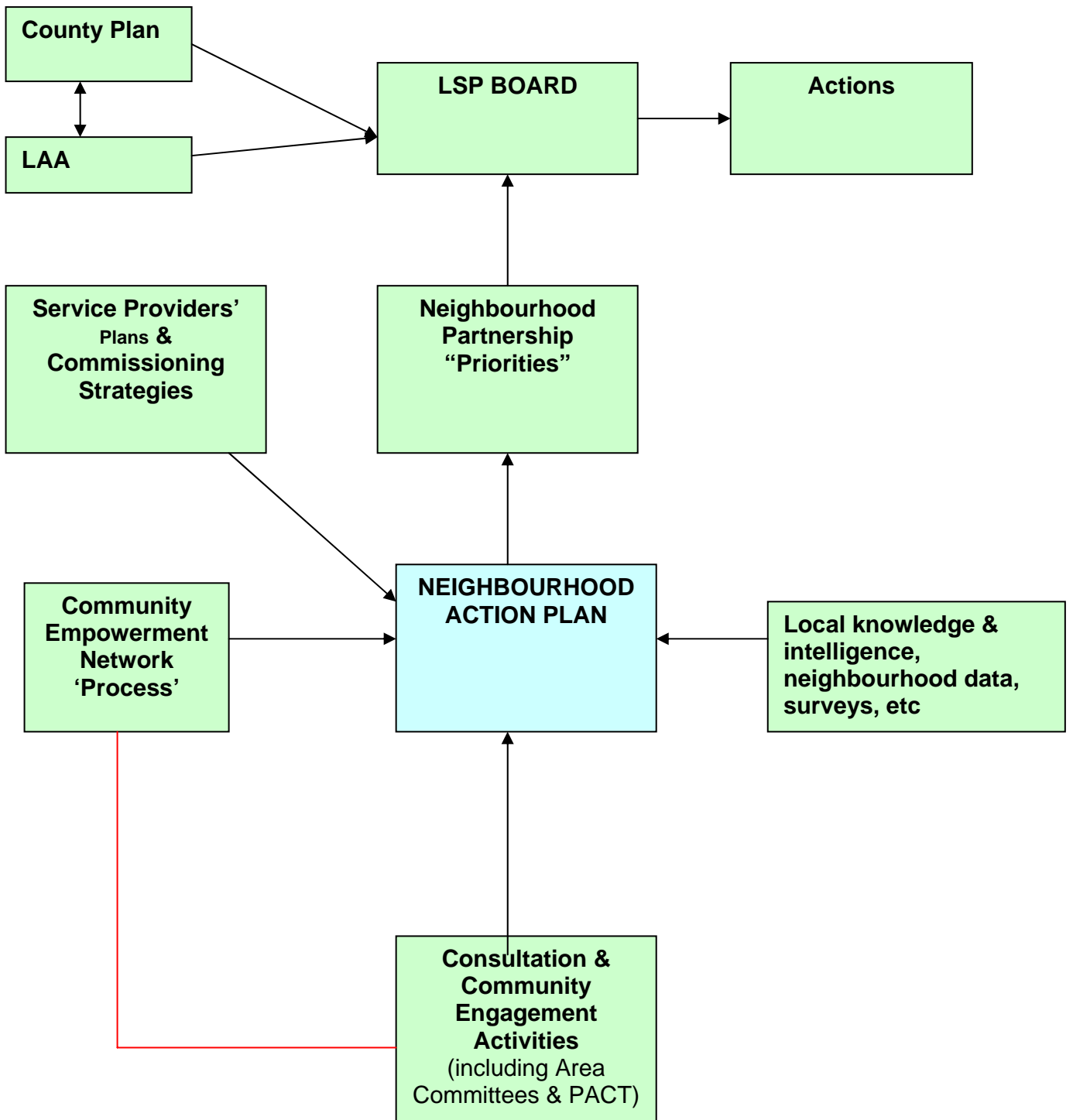
**AREA COMMITTEE: HOW THE PROCESS MAY WORK USING THE
EXAMPLE OF ANTI SOCIAL BEHAVIOUR BY YOUNG PEOPLE**



WHO COULD BE INVOLVED WITH A NEIGHBOURHOOD AREA COMMITTEE



COMMUNITY INFLUENCE PLANNING PROCESS



PROPOSED BROMSGROVE PROCESS AND TIMELINE

