



## **BROMSGROVE DISTRICT COUNCIL**

### **MEETING OF THE OVERVIEW AND SCRUTINY BOARD**

**MONDAY 22ND APRIL 2013**  
**AT 6.00 P.M.**

**COMMITTEE ROOM, THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE**

**MEMBERS:** Councillors P. Lammas (Chairman), R. A. Clarke (Vice-Chairman), C. J. Bloore, J. S. Brogan, Dr. B. T. Cooper, Mrs. R. L. Dent, K. A. Grant-Pearce, Mrs. J. M. L. A. Griffiths, R. J. Laight, P. M. McDonald, S. P. Shannon, Mrs. C. J. Spencer and L. J. Turner

### **AGENDA**

1. Apologies for Absence
2. Declarations of Interest and Whipping Arrangements
3. To confirm the accuracy of the minutes of the meeting of the Overview and Scrutiny Board held on 26th March 2013 (Pages 1 - 16)
4. Presentation on the Work of Worcestershire Regulatory Services
5. Presentation on the Transformation Process (Pages 17 - 24)
6. Quarterly Summary of Environmental Enforcement Action Taken (1st January to 31st March 2013) (Pages 25 - 26)
7. Report on the Living Wage in Relation to Procurement (Pages 27 - 30)
8. Overview & Scrutiny Topic Proposal - Outreach Provision at the Artrix Centre (Pages 31 - 34)
9. Action List (Pages 35 - 38)

10. Youth Provision Task Group - Verbal Update
11. Air Quality Task Group - Verbal Update
12. Cabinet Work Programme 1st May to 31st August 2013 (for information)  
(Pages 39 - 44)
13. To consider any other business, details of which have been notified to the Head of Legal, Equalities 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.

K. DICKS  
Chief Executive

The Council House  
Burcot Lane  
BROMSGROVE  
Worcestershire  
B60 1AA

12th April 2013



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Meeting Agendas  
Meeting Minutes  
The Council’s Constitution

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## **BROMSGROVE DISTRICT COUNCIL**

### **MEETING OF THE OVERVIEW AND SCRUTINY BOARD**

**TUESDAY, 26TH MARCH 2013 AT 6.00 P.M.**

PRESENT: Councillors P. Lammas (Chairman), R. A. Clarke (Vice-Chairman), C. J. Bloore, Dr. B. T. Cooper, Mrs. R. L. Dent, Mrs. J. M. L. A. Griffiths, R. J. Laight, P. M. McDonald, S. P. Shannon, L. J. Turner and C. R. Scurrall (Substitute)

Observers: Councillors M. A. Bullivant and Mrs. M. A. Sherrey JP

Officers: Ms. J. Pickering, Ms. A. De Warr, Mr. M. Hanwell, Mr. D. Taylor, Ms. J. Bayley and Ms. A. Scarce

#### 100/12 **ELECTION OF CHAIRMAN**

**RESOLVED** that

- (a) Councillor P. Lammas was elected as Chairman of the Overview and Scrutiny Board for the remainder of the municipal year; and
- (b) Councillor R. A. Clarke was elected Vice-Chairman for the remainder of the municipal year.

#### 101/12 **APOLOGIES**

Apologies for absence were received from Councillors J. S. Brogan, K. A. Grant-Pearce and Mrs C. J. Spencer.

#### 102/12 **DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS**

There were no declarations of interest or whipping arrangements.

#### 103/12 **MINUTES**

The minutes of the Overview and Scrutiny Board held on 25th February 2013 were submitted.

Concerns were expressed about the inclusion of the term “bedroom tax” in the minutes, which had been discussed by Members when considering an update on homelessness grants. Members commented that “spare room subsidy” was a more appropriate term and agreed that future references to this process in minutes of the Overview and Scrutiny Board should use this title.

**RESOLVED** that the minutes be approved as a correct record.

104/12 **TELEPHONY PROBLEMS - PRESENTATION FROM HEAD OF CUSTOMER SERVICES**

The Board received a presentation from the Head of Customer Service on the subject of the telephony problems that had been experienced by Bromsgrove District Council's Customer Service Centre in October 2012 (Appendix A).

Members also discussed the following issues in detail:

- The cause of the telephony problems which occurred in October 2012 had never been identified. The potential to identify the problem had been complicated by the fact that multiple organisations were involved with the system including: Bromsgrove District Council, Worcestershire County Council, British Telecom and Vodaphone.
- The Cisco Voice telephone system technology utilised by Bromsgrove District Council was 13 years old. This aging equipment, which underpinned the Worcestershire Hub Service in the district, would need to be updated at a future date.
- Officers had originally been advised that in the event of telephony problems, it would be relatively easy to achieve a switchover to a system utilised by another partner in the Worcestershire Hub. Unfortunately, the temporary switchover to Redditch Borough Council's system had not been straight forward and the Council had required assistance from British Telecom.
- The Council's risk management procedures and Business Continuity Plan had worked well and enabled Officers to continue to provide a service to local customers.
- Further problems with the telephony system had been experienced in March 2013. The Council had learned from previous difficulties and had resolved the problem quickly.

**RESOLVED:**

- (a) that Community Service Centre staff working at Bromsgrove District Council and Redditch Borough Council be thanked for their response to the problems with the telephony system and for the service they provided during that period; and
- (b) that the report be noted.

105/12 **HARDSHIP FUND PAYMENTS AND CRITERIA - PRESENTATION**

The Board received a presentation from the Benefits Services Manager on the subject of the Essential Living Fund (Appendix B).

Members were advised that the Essential Living Fund had replaced community care grants and crisis loans. The fund had been allocated by the Government to the County Council in two-tier authority areas such as Worcestershire and was due to come into effect from 1st April 2013. However, delivery of the process in the district had been delegated to Bromsgrove District Council.

Local knowledge and accessibility would underpin management of the fund by the Council. As part of this process Officers would be taking into account applicants' eligibility to apply for other local grants and benefits when determining whether to provide support to an individual using the Essential Living Fund.

During the course of considering this item Members discussed the following points in detail:

- To ensure funding was used to provide the services required by recipients an emphasis would be placed on providing goods rather than cash.
- Members commented that there were various grants available at the local level. It would take time to identify all of these grants and to clarify the eligibility criteria.
- Young people leaving care were entitled to apply for a number of grants. This included a grant to purchase white goods (the Executive Director for Finance and Corporate Resources to clarify the age range for care leavers eligible to apply for this grant).
- A number of Parish Councils provided endowment and charitable funding to people in need. Members suggested that all Parish Councils in the district should be contacted to enable the Council to identify support available to residents at the parish level.
- The potential impact of the spare room subsidy on local families was discussed. Some of the residents affected by the subsidy would be entitled to access a hardship fund, though the support required would be provided on a case by case basis.
- Concerns were expressed with regard to the potential impact that the spare room subsidy could have on foster parents who cared for more than one child at a time. These carers were more likely to have multiple rooms for siblings from the same family to use (and which would not always be in use) and Members were keen to ensure that children remained with their siblings wherever possible. It was understood that there was 12 foster parents in Worcestershire which could be affected, but there was some uncertainty as to whether any were based in the District.
- The amount of funding allocated to the Essential Living Fund was equivalent to the level of funding that had been allocated to crisis loans in 2006 (£101,000). There was the potential that, if there was high demand for assistance using the fund, the budget would be spent before the end of the financial year. Officers would be monitoring expenditure and would report to Cabinet if it appeared likely that this would occur.
- The Board noted that the introduction of the fund would have implications for residents living in the district and Members would need to be familiar with the subject. A briefing on the Essential Living Fund for all Members of the Council was discussed and it was agreed this would be set up in the near future.

**RESOLVED** that the report be noted.

The Executive Director for Finance and Corporate Resources introduced the report, which covered the period April – December 2012. The following salient points were discussed in detail:

- Expenditure by the end of December 2012 had exceeded expectations for the period. To address this Heads of Service had been tasked with ensuring that spending was reduced in the first three months of 2013.
- £2.032 million had been saved in spending on the Council's capital budget during the period.
- Funding on the public realm works in the town centre would be carried forward to 2013/14. It was understood that the work on the new branch of Sainsbury's supermarket, as part of the regeneration programme, would not begin until the Co-operative's lease on the building had ended.
- The delayed works to the cemetery toilets were discussed by Members and it was commented that procurement issues had impacted on delivery of the project. (The Head of Environmental Services to provide an explanation for the causes of this delay).
- Members noted that £200,000 had been carried forward by Community Services to 2013/14 for the affordable housing programme with BDHT. (The Head of Community Services to provide an update in respect of how this funding would be utilised.)
- Sponsorship income had been lower than anticipated at the beginning of the year. To address this situation Officers were aiming to identify further opportunities to obtain income through sponsorship and promotions. (The Executive Director of Finance and Corporate Resources to clarify the financial targets that had been set for income from sponsorship).
- There had been a shortfall in income for Planning and Regeneration Services, due to lower than anticipated revenue from planning applications and land charges. (The Head of Planning and Regeneration to produce a briefing note on this subject for the consideration of the Board).
- The Cabinet had recently approved £30,000 capital expenditure on the purchase of new computer equipment as well as the Treasury Management Strategy for the year.
- Capital receipts valued at £1.8 million would be carried forward to the new municipal year, though it was anticipated that in subsequent years there would be an overspend on the Capital Programme.

**RESOLVED** that the April – December (Quarter 3) Finance Monitoring Report 2012/13 be noted.

107/12 **WORCESTERSHIRE COUNTY COUNCIL HEALTH OVERVIEW AND SCRUTINY COMMITTEE**

The Chairman invited Councillor Dr. B. T. Cooper, as the Council's representative on the Worcestershire Health Overview and Scrutiny Committee (HOSC) to provide the Board with an update on the work of the Committee.



Members were advised that the latest meeting of HOSC had been cancelled. There had been an informal meeting, focusing on the local health watch. Whilst Councillor Dr. Cooper had been unable to attend this meeting the notes would be made available for Members' consideration once they had been finalised.

108/12 **QUARTER 3 WRITE OFF OF DEBTS REPORT**

The Executive Director of Finance and Corporate Resources presented the quarterly monitoring report concerning write offs in the third quarter of 2012/13 and highlighted the following salient points:

- £213,502 of Council tax had had to be included in write offs for the period 1st April 2012 – 31st December 2012. This included £7,861 classified as “statute barred”, which applied to outstanding debts that had not been paid after six years had lapsed, and £23,348 classified as “uneconomical to pursue”, which related to debts valued at a relatively small level.
- £400,731 of unpaid non-domestic rates, mainly due from companies that had ceased trading, had also been included in the Council's write offs.
- A significant portion of the unpaid debts from sundry debtors were unpaid car parking fines. When determining whether to write off these fines Officers considered the amount owed by an individual and how much it would cost the Council to recoup the debt.
- Part paid debts from sundry debtors, valued at £8,299.49 had been written off. These largely comprised funds that had been provided in the rent support scheme, which helped people into accommodation, which had not been paid back. To minimise the potential for similar problems in future years a review of the scheme would be carried out.
- Sundry debts of £633,895.79 had been due on 31st December 2012. The invoices for garden waste collections had been issued shortly before this date which had influenced the figures. The majority of customers had paid for their garden waste collection service by March 2013.
- Officers had been in contact with local companies to find out whether bespoke payment arrangements could be negotiated in order to enable those businesses to pay outstanding non-domestic rate arrears.
- The Council had written off £46,956.26 in overpaid housing benefit during the period. Members were advised that generally, overpayments had been made in cases where individuals had secured employment but had failed to declare their employment status immediately or in cases where the individual had moved away from the area.

An internal audit report that had recently been presented to the Audit Board on the subject of sundry debts was discussed by Members during consideration of this item. The report had contained a number of appendices, including confidential appendices, on the subject of those debts. The reasons why these appendices had been considered in confidential session were discussed and Members debated whether the entire report should have been made available for the Board's consideration alongside the quarterly update report.

Some Members believed the report contain pertinent information which could have facilitated scrutiny of the subject. However, the Board was advised that

the report had already been considered by the Council's Audit Board, which had responsibility for considering information on this subject. In this context Members were advised that the role of the Overview and Scrutiny Board was to consider the Council's policy in relation to the matter as well as the level of debts overall that had been written off by the Council.

**RESOLVED** that the report on the Quarterly Monitoring of Write Offs for the period 1st April – 31st December 2012 be noted.

109/12 **JOINT SCRUTINY PROPOSAL FROM WYCHAVON DISTRICT COUNCIL - WORCESTERSHIRE REGULATORY SERVICES**

The Board considered a proposal, which had been received from Wychavon District Council, to participate in a joint scrutiny review of Worcestershire Regulatory Services. Members were advised that all of the local authorities in Worcestershire, with the exception of Worcestershire County Council, had expressed an interest in participating in the review. Worcester City Council and Malvern Hills District Council had already endorsed the proposed terms of reference.

Members were advised that under the terms of the joint scrutiny protocol, which was endorsed by the Board in 2011, Bromsgrove District Council would be required to host the review because it was the host authority for the shared Worcestershire Regulatory Service.

The review was not due to start until the 2013/14 municipal year. For this reason appointments would not be made to the review until the first meeting of the Board in the new municipal year.

**RESOLVED:**

- (a) that the proposed terms of reference for the joint review of Worcestershire Regulatory Services be agreed;
- (b) that Bromsgrove District Council host the joint scrutiny investigation; and
- (c) that Bromsgrove District Council's representatives on the Joint Worcestershire Regulatory Services Task Group be agreed at a meeting of the Overview and Scrutiny Board on 17th June 2013.

110/12 **YOUTH PROVISION TASK GROUP**

The Chairman of the Youth Provision Task Group provided an update on the work of the Task Group and informed Members that there had been three meetings of the group since the previous meeting of the Overview and Scrutiny Board.

During this period the Task Group had visited the Stoke Parish Youth Club, which had been an interesting example of a community run project. The youth club had been established by a member of Stoke Parish Council and was successfully managed by the community, though they had received no professional assistance.

The Task Group had held a number of interviews. This had included an interview with pupils from Haybridge High School, about a survey they had undertaken at the school. Ms. TC Peppercorn, the Outreach Co-ordinator from the Artrix, and the Council's Head of Leisure and Cultural Services had also been interviewed.

The Group's next meeting was due to take place on 27th March. During this meeting Members would be interviewing the Operations Manager from the Basement Project and the Chairman of Bromsgrove Rugby Club. Members were also planning to review the evidence they had collected and progress that had been made in their review.

The Chairman explained that the Task Group's final report was due to be presented during the Overview and Scrutiny Board meeting on 17th June and subsequently, if the group's recommendations were accepted, to Cabinet on 3rd July 2013. However, the Chairman commented that, whilst she was keen to present the group's report, she was due to be on leave on 3rd July. Members were therefore asked to consider extending the deadline for the review.

**RESOLVED** that the deadline for presentation of the Youth Provision Task Group's final report to the Overview and Scrutiny Board be extended to 15th July 2013.

111/12 **AIR QUALITY TASK GROUP**

The Chairman of the Task Group advised Members that the last meeting of the group had taken place on 5th March 2013. During this meeting the group had considered the information that had been received from representatives of Worcestershire County Council and Worcestershire Regulatory Services in respect of the actions that had been taken to implement recommendations made by the Air Quality Task Group in 2007. Some concerns were expressed about the progress that had been made since completion of the previous review to address air quality issues. The group was aiming to address these issues in more detail and had invited these Officers to attend another meeting to discuss the matter further.

The group had received a number of responses from residents on the subject of air quality, following coverage of the review in the local press. Members had also received information about the approaches that had been adopted by Birmingham City Council and Sandwell Metropolitan Borough Council to manage air quality problems.

The group was due to interview a number of expert witnesses at forthcoming meetings. The Council's Head of Planning and Regulatory Services together with the Portfolio Holder for Planning, the Core Strategy, Regulatory and Strategic Housing Services, Councillor C. B. Taylor, had been invited to attend a meeting of the group. A representative of Worcestershire Primary Care Trust (PCT) had also been asked to provide further information about the health implications relating to air quality.

112/12 **CABINET WORK PROGRAMME 1ST APRIL TO 31ST JULY 2013**

Members considered the latest edition of the Cabinet Work Programme. The Board noted that information about the Playing Pitch Strategy had already been reviewed by the Youth Provision Task Group.

113/12 **ACTION LIST**

Members noted that information about the Night Assessment Centre, which had been requested at the previous meeting of the Board, had been circulated for Members' consideration on the morning of Tuesday 26th March. Officers had requested information in response to all outstanding issues and would provide Members with all responses once these had been received.

114/12 **OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME**

The Board was advised that the Head of Regulatory Services had arranged to attend the following meeting of the Board to deliver a presentation on the subject of Worcestershire Regulatory Services. This would provide useful background information that could be used by Members when hosting the Joint Review of Worcestershire Regulatory Services in the new municipal year.

A request had also been received from Officers for a presentation to be delivered on the subject of service transformation to the Board. The content of this presentation remained to be clarified, however Members suggested that the inclusion of information on targets, costs, outcomes and achievements would be useful.

**RESOLVED** that the Work Programme be noted subject to the above amendments.

The meeting closed at 8.15 p.m.

Chairman

**Presentation to Overview and  
Scrutiny Board  
Telephony Issues – October  
2012**

Amanda de Warr



**Telephony Issues – October 2012**

- **Diary of events**
  - Thursday 18<sup>th</sup> October
    - 9:00
      - Problem still on line.
      - Staff continue to provide personal message to each caller.
      - Message went out to all managers and staff and also alerts on web and Twitter
    - 12:48
      - With no solution in sight HOCS advised Leader, Portfolio Holder and Leader of Opposition
    - 17:00
      - No resolution and no closer to identifying the problem despite the involvement of WCC, BT, BDC and Vodafone

**Telephony Issues – October 2012**

- **What was the problem?**
  - At approximately 16:50 on Wednesday 17<sup>th</sup> October a fault occurred on the phone lines into the BDC Customer Service Centre.
  - Customers could hear the CSA but the CSA could not hear the customer.
  - The matter was reported to IT and the staff gave information to each caller to alert them to the problem and asking them to call back



**Telephony Issues – October 2012**

- **Friday 19<sup>th</sup> October**
  - 9:00
    - No resolution despite work until late the previous night
    - HOCS and IT manager start exploring options to enable the provision of limited service
    - As some direct dial lines are working at this time CSA's start giving out DD numbers to customers – who can still hear us at this time.
    - Further communications to customers, and updates to Managers, staff and key Members



## Telephony Issues – October 2012

### – Friday 19<sup>th</sup> October

- 9:47
  - HOCS takes decision to instigate the Business Continuity Plan as there appears to be no sign of a resolution and at this stage the technical teams were no closer to identifying the fault
  - Business Continuity Plan is for the system to be switched over to another CSC in the County to enable the taking of calls and provide a limited service.
  - Request made to WGC to switch to RBC
  - Staff mobilised to relocate



## Telephony Issues – October 2012

### – Monday 22<sup>nd</sup> October

- BDC CSA's working at RBC Town Hall.
- All calls for both RBC and BDC going through to 64252.
- Extra switchboards opened up to cope with demand.
- Calls taken by operator, establish Council required then transfer call to relevant CSA team.
- RBC calls dealt with as normal.
- BDC calls dealt with if possible, or call back details taken, or call transferred to back office phone line.
- All BDC Members advised.
- All RBC Members advised.



## Telephony Issues – October 2012

### – Friday 19<sup>th</sup> October

- 15:00
  - Establish that the switchover won't work. BT agree to transfer lines.
  - Update Managers and key Members that we will be offering a service from RBC from Monday morning latest.
  - Advise RBC Leader, Portfolio Holder and Leader of Opposition that the BDC Business Continuity Plan has been instigated and provide information about how this will affect RBC customers.
- 16:17
  - Lines transferred and we start taking calls for BDC at RBC, using BDC staff but access to only limited systems

## Telephony Issues – October 2012

### – Monday 22<sup>nd</sup> October....

- Extremely high demand due to BDC lines being down for 2 days
- Plans put in place to remove upfront Hub messages from system to reduce customer confusion and improve speed of answering
- Total of 1,078 calls handled for RBC and BDC on 64252 line. Compares to average of 766, total for both authorities (40% increase in call traffic).
- 354 calls abandoned
- Average wait time 77 seconds
- 3 calls waited between 10 and 20 minutes to be answered.
- Majority of abandoned calls between 30 seconds and 1 minute wait.
- Customer complaints – 1



### Telephony Issues – October 2012

#### – Tuesday 23<sup>rd</sup> October

- Call volumes still high – 36% above average
- 1,046 calls handled
- 197 abandoned
- 60% of calls answered in less than 30 seconds
- Average speed of answering 44 seconds
- 2 calls waited between 10 and 20 minutes to be answered.
- Majority of abandoned calls between 30 seconds and 1 minute wait.
- Customer complaints – 0
- Still unable to identify fault



### Telephony Issues – October 2012

#### – Thursday 25<sup>th</sup> October

- Benefits of a shared team starting to show in calls handling statistics
- Implemented changes to routing of calls to improve call handling and reduce transfers
- Call numbers stabilise from here on
- 740 calls handled
- 13 abandoned calls
- Average wait time 6 seconds
- 95% of calls answered in less than 30 seconds
- 2 calls waited between 2 and 3 minutes to be answered



### Telephony Issues – October 2012

#### – Wednesday 24<sup>th</sup> October

- Number of calls returning to nearer normal
- 915 calls handled
- 112 abandoned
- Average wait time 29 seconds
- 69% of calls answered in less than 30 seconds
- 11 calls waited between 5 and 10 minutes to be answered.
- No further customer complaints
- Updates provided to all Members, managers/staff and press.
- Reviewed routing of calls to further improve call handling and reduce transfers
- 4pm – DD lines into BDC re-instated. CSC lines routing to Redditch Town Hall



### Telephony Issues – October 2012

#### – Friday 26<sup>th</sup> October

- With fault not identified so no solution in sight HOCS agrees two part plan with IT Manager
- 1. Re-create contact centre service at Council House
- 2. Bring forward implementation of Shoretel Contact Centre solution (scheduled for early 2013)
- Call statistics stable
- No access to BDC systems so some calls being passed to services to deal with



## Telephony Issues – October 2012

- Tuesday 30<sup>th</sup> October
  - Work carried out to enable switch back to Council House
  - All Members advised of the plan and expected timescales
- Wednesday 31<sup>st</sup> October
  - Calls switched to Council House at 12:21.
  - Near normal service provided
- Tuesday 6<sup>th</sup> November
  - Fault on original lines resolved and all calls switched back to CSC

## Telephony Issues – October 2012

- What are we doing to avoid it happening again?
  - Implement simpler solution.
  - Already planned but this has proven another driver
  - New system will be part of Bromsgrove's own Shoretel system and although will link to WCC will not be reliant on their system.
  - Can't guarantee that nothing will ever go wrong – because technology does go wrong and the reality is we are all dependent on it.
  - But we will have greater control when things do go wrong.
  - Less reliant on external providers.
  - Even better business continuity.



Bromsgrove  
District Council  
[www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk)

## Telephony Issues – October 2012

- So... what was the problem and why was it so difficult to resolve?
  - Over complex and ageing solution.
  - Call Centre solution is WCC and links to our systems.
  - Fault could be in any number of places in the configuration of those links and was not readily apparent through all the testing.
  - Some pieces of equipment are also used to do multiple tasks, not just telephones, and tracking the problem required resource from Bromsgrove & Redditch ICT, British Telecom, County ICT team and their 3rd party telephone support team, and a company that specialise in Cisco Voice over IP (the type of telephone system used).
  - Having so many different people involved in the solution = very time consuming and difficult to fault find
  - Required multiple devices to be restarted and at the same time, a configuration change to one of these devices.

## Telephony Issues – October 2012

### Questions?



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## **Overview & Scrutiny Essential Living Fund 26<sup>th</sup> March 2013**

David Taylor  
Benefits Manager

### **Welfare Reform Act 2012**

- Replaced Community Care Grants & Crisis Loans
- Non Ringfenced Grant to County Council ( reduction in funding)
- Approval to provide through District Council
- Effective from 1<sup>st</sup> April 2013

## **Benefits of a Local Scheme Provision – Essential Living Fund**

- Officers have local knowledge
- Access to local arrangements ( local charities etc)
- Local decision making
- Flexible use of resources

## **Activity within Bromsgrove 2011/12**

- Crisis Loans
  - 540 Successful applications  
£31k
- Community Care Grants
  - 180 Successful applications  
£83k

Funding for 2013/14 £101k + £18k for  
administration of scheme

## **Activity within Bromsgrove**

Items most commonly requested under Crisis Loans:

- Rent in advance – moving home (families security relevant) and leaving
- care.
- Lost or stolen giro
- Capital not realisable
- Reconnection of fuel supply
- Benefit spent
- Benefits disallowed or sanctioned (to remain with DWP as hardship awards)
- Disaster

## **Activity within Bromsgrove**

Items most commonly requested under Community Care Grants:

- Beds and bedding 38%
- Clothing 14%
- Kitchen/dining utensils 13%
- Carpets/Curtains 8%
- Other 8%
- Cookers 8%
- Seating 5%
- Washing Machines 3%
- Fridges 2%
- Removal Expenses 1%

## Overall Principles of Scheme


- Clear
- Responsive
- Minimise Cash where possible
- Target most vulnerable
- Work with partners

## Essential Living Fund – Delivery

- Face to face delivery
- Benefits officers used to ensure that income can be maximised
- Only available to residents of Bromsgrove
- All other options for funding available to be considered
- Working with charities eg NewStarts

**Systems Thinking**  
**Becoming a Systems Thinking Organisation**

Bromsgrove Overview &  
Scrutiny Board  
22<sup>nd</sup> April 2013



Bromsgrove District Council  
www.bromsgrove.gov.uk

**What is Systems Thinking?**


Systems thinking is not about IT systems. It is an approach that supports the review of services as a whole (not functions)

Systems thinking is a very different approach to improving services, it challenges the assumptions we make about service design.

Using a method of 'study', systems thinking reveals how traditional assumptions are responsible for undermining service quality, driving up costs and causing low morale.

Systems thinking aims to create better service, at reduced cost with increased capacity and higher staff morale.

Systems thinking is the basis for all future service reviews and improvements to our services



Bromsgrove District Council  
www.bromsgrove.gov.uk

## Systems Thinking – The Approach

Systems thinking is not a typical, top down approach to planning how a system or process should work.

It takes an outside-in approach (or customers view) to improving service; that is to change the work, you first need to understand 'how the work works' - change is based on knowledge.

It is very different to typical approaches for improving services. The systems thinking approach often reveals unexpected results.



## Systems Thinking – changing the way we think

**Thinking.....** Management thinking and assumptions about the work ..



**System** ... drives the design of our processes and procedures ...

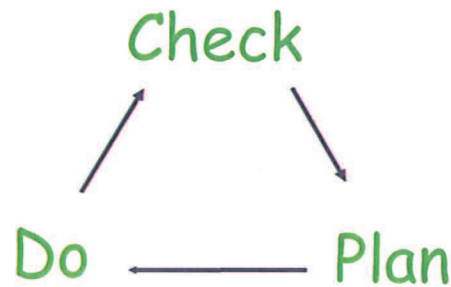


**Performance....** which in turn affects performance



## What is the Approach?

It is not possible to adequately convey here how systems thinking works. The only way to really understand it's potential is to use it. It is useful to appreciate the basic concept and key phases for conducting a systems thinking review of a service. They are as follows:



## Check – the ‘what’ & ‘why’

Is concerned with understanding the current service and it's performance. It is crucial that any decisions about what to change are based on evidence and learning gained during 'Check'. Check involves 6 stages:

**Purpose** - Identifying purpose of the system from the customers perspective

**Demand** - Studying demand e.g. 'I need to claim benefit' or 'I need a home'. This helps us identify what matters to customers.

**Capability** - Measuring our ability to respond to what matters to customers

**Flow** - Identifying how the work is carried out and using information about what matters to customers to identify value work and waste (e.g. duplication, handoffs).

**System Conditions** - The factors responsible for the waste in the system. System conditions may be policy, procedure, IT system, training etc

**Thinking** - It is important to relate system conditions to the management thinking responsible for their introduction. This is key to unlearning old assumptions and to start looking at things differently.

## Plan and Do

### Plan – identify how we can change

This stage takes the learning from Check to identify a new set of operating principles and 'clean flow' designed to deliver what matters to customers. Measures are agreed based on what matters and experiments devised to prove the new way of working.

### Do – implement the changes

This stage involves confirming that experiments done in the Plan phase do in fact support the work and processes underpinning the new service. In practice this means taking a small number of customers out of the current system, testing the new ways of working, solving any problems and adapting the new service along the way. As the new service evolves through experimentation so does understanding of capacity, roles and structures required to support the new way of working.



## Next Steps - Options

So Members can learn more about systems thinking.

Some suggestions:

- **Practical Orientation Sessions** – day and half. Do some 'check'
- **Interventions – visit.** Look at how 'Plan' & 'Do' is implemented.
- **Portfolio Holders** – discuss with Head of Service about visiting interventions.
- **"Seminars"** – updates from Interventions / presentations from teams (2 or 3 a year?)
- Possibly utilise **Shared Services Board** to share learning with Councillors?
- Overview & Scrutiny Members recommends:-





## Becoming a Systems Thinking Organisation

### Systems Thinking – Jargon Buster

**Capability** – Measures that should demonstrate our ability to deliver what matters to our customers and therefore meet purpose. The argument goes that if we don't measure our ability to meet purpose then how do we know whether we're improving our services or not.

**Capability Charts** (Measures) - The best measures are those showing performance in real time including natural variation over time. When they are based on what matters to customers they are most revealing as they represent what it feels like to be a customer in the system. Capability charts are simply a way of analysing and presenting this information using simple statistical techniques that inform how predictable the current service performance appears to be.

**Leading measures** - tell us what is happening **now** in the system and are the key measures that help us lead change and improvement.

Examples are:

- Demand analysis - understanding the split between value and failure demand coming into the system
- Our ability to deal with requests/demand first time (one stop)
- How long a process takes from start to finish (end to end times)

**Lagging measures** - the 'rear view' indicators which tell us what's happening in the system **after the event**. They tell us about the effectiveness of the service but will not necessarily help us to lead change. Examples are:

- Budget/costs
- Customer satisfaction
- Staff morale

**Capability at the point of transaction** – how much demand can we handle one stop (tells us whether we've put the right expertise in the right place)

**Check** - The starting point for studying the system, Check is about acquiring knowledge of the 'what and why' of current performance i.e. how well the current service is operating from a customer point of view. We use the 6 stage Model for Check to guide us in how to carry out service reviews.

**Control Limits** - Systems thinking is not only concerned with what performance looks like but how variable that figure may be. By analysing performance (over time), we can use simple statistical analysis to inform what can confidently be predicted for our ability to deliver our services. This is important as this is how the customer experiences our services. Lower Control Limit (LCL) and Upper Control Limits (UCL) represent limits of this ability

- **Lower Control Limit (LCL)** – e.g. we can confidently claim it will not take less than 'x days' to deliver service to you
- **Upper Control Limit (UCL)** – e.g. we can confidently claim it will not take more than 'y days' to deliver service to you

**Demand** - What customers ask for at the point you transact with them

- **Failure Demand** (Preventable Demand) – The calls and queries (demands) from our customers that we don't want. A demand caused by a failure to do something or do something right first time. Crucially failure demand is not a failure of staff providing the service but rather a failure of the systems fundamental design.
- **Value Demand** – The demand on the system we want. Or why we're here. Value demand should align with the purpose of the system

**Do** - This is simply the final phase of a systems thinking review which takes the learning developed through experiment into 'business as usual'

**Experiment** - often used in systems thinking to describe how we demonstrate that ideas formed during the Plan phase that are based on learning from Check result in the outcomes we want. This is best evidenced through capability charts showing improvements in service based on what matters to customers.

**Flow of Work (and 'Clean Flow')** - How the work works! Flow is a description of all the activities making up our processes that deliver our services. Flow is mapped to identify waste in the system informed by matters to customers uncovered by studying demand. Moving to a 'Clean Flow' is the goal of any systems thinking intervention and represents removal of all waste activity from the system

**'Get Knowledge'** - An odd entry perhaps but it is included here as change initiatives often assume to know what problems exist within our services and propose solutions to address these problems. Systems thinking assumes nothing and sets out to understand how the current service operates from a customer point of view before drawing any conclusions about how to improve.

**Intervention** – An approach to studying services and uncovering how well those services perform using 'Check', 'Plan', 'Do'. Interventions often challenge underlying assumptions about how best to design our services which is important in deciding how best to improve them.

**'In the Work'** - A term that simply refers to the importance of all involved in the review being prepared to get involved in the nitty gritty of the review when studying the system. It is used to stress to managers the importance of them engaging rather than staying separate from and delegating responsibility for the review. Managers need to spend time 'in the work' as systems

thinking challenges our underlying assumptions about the work and everyone needs to take on board (un)learning.

This is important because managers in particular tend not be involved in the day to day running of the service and therefore can lose sight of what our processes require us to do.

**'Make normal'** - another odd expression that simply refers to taking what has been learned through experimentation and embedding it such that it becomes the new way of working or 'business as usual'

**Operating Principles** - many of us are all used to working to procedures that determine how we work. In systems thinking reviews we often find procedures rigid and inflexible. Often constraining how we operate to the detriment of our customers. As we develop through systems thinking reviews we try to hone in on a more general set of principles that underpin how the work is carried out. These new operating principles which are regularly reviewed for their suitability provide more flexibility to staff in meeting customers' needs whilst process is determined by 'clean flow' identified during the Plan phase.

**Plan** - this is phase of a system thinking review that takes learning from Check to decide how to reconfigure the service based on systems thinking principles. Plan is also concerned with devising the experiments to test these new ideas.

**Purpose** - The starting point for any systems thinking review is to consider the reason the service exists expressed from the customers point of view e.g. 'Fix my house' This is important as interpretation of evidence and decisions about how to improve must always relate to purpose.

**Roll-in** - Expansions of the new service are rolled in not rolled out. Rolling out is a traditional approach to 'go-live' that usually involves a big bang launch approach, often introducing new IT systems and usually with heavy investment in training. This approach often fails because changes being introduced have often been devised 'without knowledge', are not introduced sustainably and do not provide flexibility for staff to offer service based on what matters to their customers

**Studying** - Not a new term but important in systems thinking as it helps reinforce that the starting point for carrying out a systems thinking exercise in an existing service is to get knowledge about the current system. Then and only then can any decisions be made about what to change to improve the service

**System** – Not a reference to IT systems but simply the service being studied

**System Conditions** – These are factors responsible for waste in the system and part of the current service design uncovered during Check.

**Systems Thinking** – a way of understanding the purpose of an organisation (the system) from a customer's perspective (what matters to the customer)

**Systems Thinking Review** (sometimes called an intervention) - a three stage process:

CHECK – reflect and understand your service as a system.

PLAN – identify what needs to change and redesign your service.

DO – implement the redesigned service.

**Waste** - There is often confusion about the terms waste and failure demand. Demands are requests for service being made on the organisation which may or may not be valuable in terms of achieving purpose. Specifically failure demands are demands that do not relate to purpose. Waste refers to activities within the organisation that make up our services which we examine when looking at the flow of work. Some waste uncovered will be directly responsible for failure demand whilst other forms of waste are responsible for less than optimal delivery of value demands i.e. demands on the organisation we want.

**'What Matters'** - System thinkers often talk about 'what matters'. This phrase is simply to focus minds on what is important to customers.

**BDC Community Safety  
Environmental Enforcement**

**Enforcement Outcome Monitoring  
1<sup>st</sup> January 2013 – 31<sup>st</sup> March 2013**

	ENVIRONMENTAL CRIME TYPE										TOTAL	
	Fly Tipping	Fly Posting	Dog Fouling	Graffiti	Littering	Duty of Care	Transport of Waste					
<b>Cases Investigated</b>	14	17	2	3	9	8	0					53
Ongoing Investigation	2	0	0	0	4	4	0					10
No Further Action	8	2	0	3	4	1	0					18
Level One: Advice Given	0	1	2	0	0	2	0					5
Level Two: Verbal Warning	0	2	0	0	0	0	0					2
Level Three: Written Warning	2	12	0	0	0	1	0					15
Level Four: Fixed Penalty Notice Issued	2 <sup>^</sup>	0	0	0	1	0	0					3
Level Five: Court Proceedings	0	0	0	0	0	0	0					0
<b>Reported for Cleansing#</b>	14	0	2	3	9	0	0					28

\* Enforcement can be taken at any level at the discretion of the Enforcement Officer based on the severity and frequency of the incident. Enforcement is not escalated incrementally.

# Reported for cleansing means the waste from the crime has been removed/cleansed as a direct result of the Enforcement Officer's intervention/instructions.

\* Currently there are targeted patrols in the following areas – The Oakalls, Perryfields, Wythall, Catshill and Bentley for dog fouling which are carried out by the Enforcement Team.

^ One of the fixed penalty notices was issued as a littering offence, due to a lack of evidence to issue as a fly tipping offence.

- All the graffiti offences have been cleansed but due to no evidence to link to offenders there has been no further action taken.
- Court proceedings have taken place for an on-going fly tipping offence, offender was found guilty and fined over £1000.

<b>ABANDONED VEHICLES</b>	
Cases Investigated	<b>13</b>
Ongoing Cases	<b>0</b>
Vehicle not found or no further action required	<b>5</b>
48hr Notice to remove vehicle	<b>0</b>
Vehicle claimed after notice issued and removed by owner	<b>5</b>
Vehicle removed by Local Authority after notice issued	<b>3</b>

#### **FIXED PENALTY NOTICE SUMMARY**

	Fly Tipping	Fly Posting	Abandoned Vehicles	Dog Fouling	Graffiti	Littering	Duty of Care	Transport of Waste
<b>Fixed Penalty Notices Issued</b>	<b>1#</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>Fixed Penalty Notices Paid</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>Payment Rate</b>	<b>0%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

# Case is being prepared for Legal Team to commence legal proceedings against offender for Duty of Care offence in regards to waste.

**Figures compiled by Lee Pitchford Community Safety Enforcement Officer from the Enforcement Team database.**

**Overview & Scrutiny Board**

**22<sup>nd</sup> April 2013**

**THE LIVING WAGE IN RELATION TO PROCUREMENT**

Relevant Portfolio Holder	Councillor Roger Hollingworth
Portfolio Holder Consulted	No
Relevant Head of Service	Jayne Pickering, Executive Director Finance & Resources
Wards Affected	All
Ward Councillor Consulted	No
Non-Key Decision	

**1. SUMMARY OF PROPOSALS**

- 1.1 Following a notice of motion put forward at the Council meeting held on 21<sup>st</sup> November 2012 the Overview and Scrutiny Board were asked to investigate the implications for the Council if it adopted a policy of requiring Contractors to pay the Living Wage.
- 1.2 At the Overview and Scrutiny Board meeting held on 17<sup>th</sup> December 2012 the Board requested further information from the relevant officer.
- 1.3 This report details the implications for the Council if it required contractors to honour the living wage.

**2. RECOMMENDATIONS**

**That subject to any comments, the Overview and Scrutiny Board notes the contents of the report.**

**3. KEY ISSUES**

- 3.1 In the event that the Council accept that they wish to stipulate our contractors pay the Living Wage to any employees engaged in delivering Council contracts the following should be borne in mind;
  - The Council has no authority to enforce contractors to pay the minimum wage
  - The Council would be unable realistically to make this arrangement apply retrospectively to contracts currently let
  - The Council could on new contracts request dual tender pricing i.e. one tender including paying the living wage and one on normal commercial competitive terms.

## **Overview & Scrutiny Board**

22<sup>nd</sup> April 2013

- We would have to 'police' any such arrangement through open accounting or other means. It would be onerous to ask contractors to pay dual rates i.e. Living Wage in connection with work carried out for the Council and whatever rate they normally pay their employees for non-Council related work the identification and recording etc., to facilitate this type split would create additional costs for the contractor (and by implication these would be passed on to the Council).

### **Financial Implications**

- 3.2 It would be very difficult to calculate the financial impact of the additional costs without base information such as current rates being paid by each contractor, how many employees engaged on Council related work, numbers of hours worked on Council related contracts plus other information across the spread of contracts/work carried out. The Council currently has no information that relates to the rates of pay our contractors either allow for or actually pay their employees

### **Legal Implications**

- 3.3 None as a direct result of this report. There is no legal requirement to pay this, as it is an aspirational amount, the only mandatory pay requirement is the Minimum Wage.

### **Service / Operational Implications**

- 3.4 Additional costs would be incurred if the Council agrees to support contractors paying the living wage. The current financial constraints would prove difficult to fund the additional costs as the efficiencies we are looking to deliver would be reduced by this additional cost.

### **Customer / Equalities and Diversity Implications**

- 3.5 None for the purpose of this report.

## **4. RISK MANAGEMENT**

- 4.1 The Council could request the ability to monitor pay rates paid to anyone employed on a Council contract but to avoid any potential problems with the data protection legislation we would have to ensure that the contractor would obtain consent from the employee that their private information would be shared with a third party
- 4.2 There would be a risk associated with the monitoring of this approach and could enable contractors to charge additional costs to the Council and not pass these over to the staff.



**Overview & Scrutiny Board**

22<sup>nd</sup> April 2013

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5. **APPENDICES**

None

6. **BACKGROUND PAPERS**

None

7. **KEY**

None

**AUTHOR OF REPORT**

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Tel: 01527 548341 (ext: 3010)

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## OVERVIEW AND SCRUTINY BOARD

22nd April 2013

### **SCRUTINY INVESTIGATION PROPOSAL**

Relevant Portfolio Holder	Councillor Mike Webb
Portfolio Holder Consulted	No
Relevant Head of Service for Overview and Scrutiny	Claire Felton – Head of Legal, Equalities and Democratic Services
Wards Affected	All wards
Ward Councillor Consulted	No – not at this stage
Non-Key Decision	

### **1. SUMMARY OF PROPOSALS**

- 1.1 An Overview and Scrutiny Topic Proposal Form relating to the Outreach Provision at the Artrix Arts Centre has been completed by Councillor P. McDonald and is submitted for consideration by the Board.

### **2. RECOMMENDATIONS**

- 2.1 That the Board considers the completed proposal form (at Appendix 1) and agrees to one of the following:
- (a) that further information be requested from a relevant source before deciding whether or not further investigation is required;
  - (b) that the topic is included on the work programme for further investigation at a future date;
  - (c) that the topic is included on the work programme and a Task Group is established to undertake a more in-depth investigation, appoint a Chairman for the Task Group and set a time scale for completion of the investigation; or
  - (d) take no further action.

### **3. KEY ISSUES**

#### **Financial Implications**

- 3.1 There are no financial implications directly relating to this report, however, if the proposal is accepted, any implications would be considered as part of the subsequent investigation undertaken.

#### **Legal Implications**

- 3.2 There are no legal implications directly relating to this report, however, if the proposal is accepted, any implications would be considered as part of the subsequent investigation undertaken.

**Service/Operation Implications**

- 3.3 An Overview and Scrutiny Topic Proposal Form relating to the work of the Outreach Provision at the Artrix Arts Centre has been completed by Councillor P. McDonald.
- 3.4 If the Board decides that it does wish to investigate this topic further, it then needs to decide whether it is appropriate for the Board itself to undertake the investigation or whether a more in-depth investigation is required and a task group established.
- 3.5 Another option is for the Board to request further information on the topic from a relevant source to assist Members in deciding whether an investigation is required.
- 3.6 Alternatively, the Board could decide that it is not a topic it wishes to investigate, in which case no further action would be required.

**Customer / Equalities and Diversity Implications**

- 3.7 N/A

**4. RISK MANAGEMENT**

- 4.1 N/A

**5. APPENDICES**

Appendix 1 – Overview and Scrutiny Proposal Form

**6. BACKGROUND PAPERS**

None

**7. KEY**

None

**AUTHOR OF REPORT**

Name: Amanda Scarce – Democratic Services Officer  
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Tel: 01527 881443

# Overview and Scrutiny

## Topic Proposal Form

Date: 20<sup>th</sup> March 2013

<b>Name of Proposer:</b> Peter McDonald <b>Telephone number:</b> _____ <b>E Mail:</b> _____		<b>Contact Address:</b> 10 Waseley Road, Rubery, Nr Birmingham, B45 9TP
<b>Title of Proposed Topic:</b>	ARTRIX	
<b>Specific subject areas to be investigated:</b>	ARTIX Outreach Provision	
<b>Reasons why this subject should be considered:</b>	To establish whether Outreach Provision as agreed with BDC and other agencies have been met.	
<b>Evidence to support the need for this particular investigation:</b>	Outreach Provision over the last two years and finance cost	
<b>Council priorities it links to:</b>	Financial, equality and wellbeing	
<b>Possible key outcomes: (i.e. what do you anticipate could be achieved?)</b>	To ensure that Outreach Provision is successful and marketed in such way it reaches those in the community that may be excluded and plays its part in tackling anti-social behaviour.	

Please indicate if any of the following apply to the proposed subject area:

CRITERIA	NO	YES	Why?
Is it a priority issue for the Council or the Local Strategic Partnership?			To ensure it plays its part in social exclusion and anti-social behaviour measures.
Is it an important issue for local residents?		*	Regarding value for money
Is it a topic where Overview and Scrutiny could feasibly and constructively make recommendations?		*	
Is it a topic where external review would be helpful?			Not sure
Is it a topic where a review could be made in time to make recommendations for the executive decision making process?		*	
Is it a poorly performing service?			Maybe part of the outcomes
Is it a review that could render significant savings or value for money?		*	.
Is the topic strategic in scope?		*	Maybe

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**- 2 - ACTION SHEET: BROMSGROVE OVERVIEW AND SCRUTINY BOARD 26TH MARCH 2013**

			shortfall in income for Planning and Regeneration Services, due to lower than anticipated revenue for planning applications and land charges.		
<b>O/S meeting held on 25<sup>th</sup> February 2013</b>					
<b>Item 4 – CCTV Code of Practice</b>	The Board considered the CCTV Code of Practice.	The following action was agreed: That the Board receive a report on the revised Code of Practice for consideration and comment.	CCTV and Lifeline Manager	As soon as available.	
<b>Item 6 – Homelessness Grants 2012/13 Update</b>	The Board considered the briefing paper in respect of Homelessness Grants 2012/13	(c) Estimated costs and earmarked reserves in respect of the spare room subsidy for 2013/14 and 2014/15	The Executive Director, Finance and Resources	As soon as possible.	
<b>Item 8 – Quarter 3 Sickness Absence Performance Health Report</b>	The Board considered the Quarter 3 Sickness Absence Performance Health Report	The following actions were agreed: (a) the report to include the number of days for each department equated against the number of staff within that department. (b) The report to include the number of absences in respect of such things as T.A. Service and Jury Service.	The Head of Finance and Resources	Quarter 4 Sickness Absence Performance Health Report	



**O/S from meeting held on 17th December 2012**

<p><b>Quarter 2 Finance Monitoring Report</b></p>	<p>The Board considered the Finance Monitoring Report which details the Council's financial position for the period July – September 2012,</p>	<p>The following actions were agreed:  a) The inclusion of any cost for bed and breakfast accommodation as a separate item in future reports.</p>	<p>Director of Finance and Corporate Resources.</p>	<p>To be included in the Quarter 3 Report.</p>	
<p><b>Quarter 2 Write Off of Debts Report</b></p>	<p>The Board considered the Quarter 2 Write Off of Debts Report for the period July – September 2012.</p>	<p>The following actions were agreed:  a) In respect of write off of Sundry Debtors, Members requested that a breakdown to include the number of debtors and transactions be included in future reports.  b) In respect of the aged debt profile, Members requested comparative data for previous years.</p>	<p>Director of Finance and Corporate Resources.   Director of Finance and Corporate Resources</p>	<p>To be included in the Quarter 3 Report.   As soon as possible.</p>	

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# CABINET LEADER'S WORK PROGRAMME

**1 MAY 2013 TO 31 AUGUST 2013**  
**(published as at 10 April 2013)**

Page 39

This Work Programme gives details of items on which key decisions are likely to be taken in the coming four months by the Council's Cabinet

(NB: There may be occasions when the Cabinet may make recommendations to Council for a final decision. E.g. to approve a new policy or variation to the approved budget.)

Whilst the majority of the Cabinet's business at the meetings listed in the Work Programme will be open to the public and media organisations attend, there will inevitably be some business to be considered that contains confidential, commercially sensitive or personal information. This is called exempt information. Members of the public and media may be asked to leave the meeting when such information is discussed.

If an item is likely to contain exempt information we show this on the Work Programme. You can make representations to us if you consider an item or any of the documents listed should be open to the public.

Agenda Item 12

The Work Programme gives details of items on which key decisions are likely to be taken by the Council's Cabinet, or full Council, in the coming four months.

**Key Decisions** are those executive decisions which are likely to:

- (i) result in the Council incurring expenditure, foregoing income or the making of savings in excess of £50,000 or which are otherwise significant having regard to the Council's budget for the service or function to which the decision relates; or
- (ii) be significant in terms of its effect on communities living or working in an area comprising two or more wards in the district;

**Key Decisions** will include:

1. A decision which would result in any expenditure or saving by way of a reduction in expenditure of £50,000 provided the expenditure or saving is specifically approved in the Medium Term Financial Plan.
2. A virement of any amount exceeding £50,000 provided it is within any virement limits approved by the Council;
3. Any proposal to dispose of any Council asset with a value of £50,000 or more or which is otherwise considered significant by the Corporate Property Officer;
4. Any proposal to cease to provide a Council service (other than a temporary cessation of service of not more than 6 months).
5. Any proposal which would discriminate for or against any minority group.

The Work Programme is available for inspection free of charge at The Council House, Burcot Lane, Bromsgrove, B60 1AA from 9am to 5pm Mondays to Fridays; or on the Council's web-site ([www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk))

If you wish to make representations on the proposed decision you are encouraged to get in touch with the relevant report author as soon as possible before the proposed date of the decision. Contact details are provided. Alternatively, you may write to the Head of Legal, Equalities and Democratic Services, The Council House, Burcot Lane, Bromsgrove, B60 1AA or e-mail: [democratic@bromsgroveandredditch.gov.uk](mailto:democratic@bromsgroveandredditch.gov.uk)

The Cabinet's meetings are normally held every four weeks at 6pm on Wednesday evenings at The Council House. They are open to the public, except when confidential information is being discussed. If you wish to attend for a particular matter, it is advisable to check with the Democratic Services Team on (01527 881409) to make sure it is going ahead as planned. If you have any queries Democratic Services Officers will be happy to advise you.

The full Council meets in accordance with the Councils Calendar of Meetings. Meetings commence at 6pm.

**CABINET MEMBERSHIP**

Councillor R. Hollingworth  
Councillor Mrs. M. A. Sherrey  
Councillor M. J. A. Webb  
Councillor Dr. D. W. P. Booth  
  
Councillor C. B. Taylor  
Councillor M. A. Bullivant

Leader of the Council and Portfolio Holder for Finance, Partnerships and Economic Development  
Deputy Leader of the Council and Portfolio Holder for Health and Well-being  
Portfolio Holder for Leisure, Cultural Services, Environmental Services and Emergency Planning  
Portfolio Holder for Strategic Housing, Business Transformation (including ICT) with special responsibility for the Town Centre Regeneration and Special Projects  
Portfolio Holder for Planning, Core Strategy and Regulatory Services  
Portfolio Holder for Policy, Performance, Communications, Customer Services, Legal, Equalities, Democratic Services and Human Resources

Decision Including Whether it is a Key Decision	Decision Taker including Details of Exempt Information (if any)	Date of Decision	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
The Green Deal	Cabinet	5 June 2013	Report of the Head of Environmental Services	Ceriwen John, Climate Change Manager 01527 64252 ext. 3046
Budget Carry Forward Requests /Earmarked Reserves	Cabinet (May require recommendation to Council)	5 June 2013	Report of the Executive Director (Finance and Resources) – S151 Officer	Sam Morgan , Financial Services Manger 01527 587088
Local Authority Mortgage Assistance Scheme Page 4	Cabinet	5 June 2013	Report of the Executive Director (Finance and Resources) – S151 Officer	Jayne Pickering, Executive Director (Finance and Resources) – S151 Officer 01527 881673
N Playing Pitch Strategy	Cabinet	3 July 2013	Report of the Head of Leisure and Culture	Karl Stokes, Parks and Green Spaces Services Manager 01527 64252 ext 3377
Financial Outturn 2012/13	Cabinet	3 July 2013	Report of the Executive Director (Finance and Resources) – S151 Officer	Sam Morgan, Financial Services Manager 01527 587088
Air Quality Task Group Report	Cabinet	3 July 2013	Report of the Overview and Scrutiny Board	Sheena Jones, Democratic Services Manager 01527 548240
Youth Provision Task Group Report	Cabinet	4 September 2013	Report of the Overview and Scrutiny Board	Sheena Jones , Democratic Services Manager 01527 548240



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