



**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**WEDNESDAY, 7TH MARCH, 2007 AT 6.00 PM**

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

**AGENDA**

**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, 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 21st February 2007 (Pages 1 - 8)
4. Matters Arising from the Minutes
5. Public Questions
6. To receive the Minutes of the Scrutiny Steering Board dated 6th February and 15th February 2007 (Pages 9 - 18)
7. To receive the Minutes of the Performance Management Board dated 16th February 2007 (Pages 19 - 24)
8. To receive the Minutes of the Audit Board dated 19th February 2007 (Pages 25 - 28)
9. Annual External Audit Report 2005/06 (Pages 29 - 50)
10. Improvement Plan Exception Report (December 2006) (Pages 51 - 66)
11. Integrated Performance and Financial Monitoring Report - 3rd Quarter 2006/07 (Pages 67 - 116)

12. Revised Risk Management Strategy (Pages 117 - 136)
13. Revised Confidential Reporting Code (Pages 137 - 150)
14. Review of Public Speaking at Planning Committee (Pages 151 - 154)
15. Flytipping Scrutiny Report (Pages 155 - 194)

K. DICKS  
Acting Chief Executive

The Council House  
Burcot Lane  
BROMSGROVE  
Worcestershire  
B60 1AA

26<sup>th</sup> February 2007

## BROMSGROVE DISTRICT COUNCIL

### MEETING OF THE EXECUTIVE CABINET

Wednesday, 21st February 2007 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 N. Psirides J. P. and C.J.K. Wilson

Officers: Mr. K. Dicks, Mr. P. Street, Mr. H. Bennett, Mr. M. Bell, Mrs. C. Felton, Mr. D. Hammond, Ms. J. Pickering, Ms. J. Pitman, Mr. A. Coel, Mr. J. Godwin and Ms. R. Cole.

#### 147/06 APOLOGIES

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

#### 148/06 MINUTES

The Minutes of the Meeting of the Executive Cabinet held on 3rd January 2007 were submitted.

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

#### 149/06 SCRUTINY STEERING BOARD

The Minutes of the Meeting of the Scrutiny Steering Board held on 2nd January 2007 were submitted.

**RESOLVED:** that the Minutes of the Meeting be noted.

#### 150/06 PERFORMANCE MANAGEMENT BOARD

The Minutes of the Meeting of the Performance Management Board held on 19<sup>th</sup> January 2007 were submitted.

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

#### 151/06 LOCAL DEVELOPMENT FRAMEWORK WORKING PARTY

The Minutes of the Meeting of the Local Development Framework Working Party held on 6th February 2007 were submitted. Members expressed some concern at the implications of the Regional Spatial Strategy for Bromsgrove in terms of housing allocation figures.

**RESOLVED:** that the Minutes of the Meeting be noted and the recommendation in relation to the Longbridge Area Action Plan be approved.

152/06

**PETITION RELATING TO CHARGES FOR CAR PARKING PERMITS**

The Cabinet received a petition referred from Council, relating to charges for car parking permits issued to disabled persons and persons over the age of 60.

**RESOLVED:** that the contents of the petition be noted and that the budget implications be considered as part of the discussions on the Medium Term Financial Plan.

153/06

**IMPROVEMENT PLAN EXCEPTION REPORT- NOVEMBER 2006**

Consideration was given to the updated Exception Report and Improvement Plan. The relevant Portfolio Holders and Officers explained the actions being taken to address the issues which were shown at present as red or amber.

**RESOLVED:**

- (a) that the revisions to the Improvement Plan Exceptions Report, together with the corrective action being undertaken be approved;
- (b) that it be noted that 66.5% of the Improvement Plan is on target, 12.5% is one month behind and 9.5% is over one month behind.

154/06

**PREFERRED PARTNERING IN THE DELIVERY OF AFFORDABLE HOUSING**

Consideration was given to the report on the need to review the Council's long term partnership arrangements with Registered Social Landlords to ensure the ongoing delivery of quality housing services and affordable housing to meet the Council's wider policy and strategic objectives. This requirement had been identified in the Council's Housing Strategy Action Plan. Following discussion it was

**RESOLVED:** that a Housing Partnership Review Panel be established and granted delegated authority to review and approve the formalisation of new preferred partnership arrangements as set out in Section 8 of the report.

155/06

**FUTURE MANAGEMENT OF BROMSGROVE MUSEUM**

Consideration was given to a report relating to the future management and control of Bromsgrove Museum. It was noted that that officers were looking at approaches which could be pursued to ensure the continued operation of the Museum. Following discussion it was

**RECOMMENDED:** that if Officers are unable to identify a suitable solution which would allow the transfer of Bromsgrove Museum to a Trust or other arms length organisation within three months, then

subject to the necessary consultation with staff, the museum be closed.

(Note: Councillor Mrs C. Spencer declared a personal interest in this item as the Council's representative on the Avoncroft Museum of Buildings Management Council)

156/06 **EMERGENCY PLAN**

Consideration of this item was deferred as further amendments to the report were required.

157/06 **RURAL SETTLEMENT LIST FOR RURAL RATE RELIEF**

Consideration was given to a report on the rural settlement list for the financial year from 1st April 2007 and revised guidelines for the award of discretionary rural rate relief.

**RESOLVED:**

- (a) that the rural settlement list as contained in Appendix A to the report be approved and adopted for use from 1st April 2007;
- (b) that the revised guidelines for the award of discretionary rural rate relief as contained in Appendix B be approved.

158/06 **STRATEGY FOR THE ADMINISTRATION OF COUNCIL TAX BENEFIT AND HOUSING BENEFIT**

Consideration was given to a report on a strategy for the administration of Council Tax Benefit and Housing Benefit which would provide a framework to assist with the provision of a secure, effective and efficient administration of the Benefits service.

**RESOLVED:** that the strategy for the administration of Council Tax Benefit and Housing Benefit as contained in Appendix A be approved and adopted.

159/06 **DISCRETIONARY RATE RELIEF POLICY**

Having considered a report on a proposal to introduce a policy in relation to the procedure for approving discretionary rate relief applications and the period for which they are granted, it was

**RECOMMENDED:**

- (a) that the policy relating to discretionary rate relief as contained in Appendix A to the report be approved and adopted;
- (b) that the Council's scheme of delegation be amended to grant delegated authority to the Head of Financial Services, in consultation with the Portfolio Holder for Finance to approve the applications for discretionary rate relief within the approved Council policy and that the Executive Cabinet be granted delegated authority to review any appeals against the decisions made;
- (c) that discretionary rate relief be granted for a period of one year and

- be reviewed on an annual basis;
- (d) that a report containing details of the relief granted to the various organisations be submitted to Executive Cabinet on an annual basis.

(Note:Councillor Mrs. J. Dyer declared a personal interest in this matter as Vice Chairman of Wythall Parish Hall Committee.)

160/06 **BENEFITS TAKE UP STRATEGY**

Consideration was given to the report on the introduction of a benefit take up strategy which would help to ensure that residents were in receipt of advice on all aspects of benefit entitlement.

**RESOLVED:** that the benefits take up strategy as contained in Appendix A to the report be approved and adopted.

161/06 **RECOVERY POLICY**

Consideration was given to the report on the introduction of a recovery policy which would assist with the efficient administration of the Revenues and Benefits service.

**RESOLVED:** that the recovery policy as contained in Appendix A to the report be approved and adopted.

162/06 **CAPITAL PROGRAMME - 2007/08 TO 2009/10**

Having considered a report on the Capital Programme for 2007/08 to 2009/10, it was

**RECOMMENDED:**

- (a) that the Capital Programme for 2007/08 to 2009/10 as detailed in paragraph 9.2 of the report comprising the continuation of existing schemes and the new "High" priority capital schemes contained in Appendix A to the report be approved;
- (b) that authority be delegated to the Head of Financial Services, in consultation with the Portfolio Holder for Finance and the relevant Head of Service in relation to individual projects, to release capital funds subject to the receipt of a robust business case and an options appraisal demonstrating that the Council is achieving value for money;
- (c) that the capital budgets for the Dolphin Centre and leisure related schemes totalling £1,244,000 be removed from the Revised Capital Programme for 2006/07 whilst consideration is being given to alternative ways of providing these services;
- (d) that the carry forward of the estimated under spent budgets totalling £2,233,000 from 2006/07 to 2007/08 as detailed in Appendix B to the report be approved;

- (e) that the removal of the Swanslength play area refurbishment capital scheme of £40,000 from the 2006/07 Revised Capital Programme be approved.

163/06

**MEDIUM TERM FINANCIAL PLAN 2007/2008 TO 2009/10**

Consideration was given to the Medium Term Financial Plan (revenue budgets) for 2007/08 to 2009/10. Following discussion it was

**RECOMMENDED:**

- (a) that the budget pressures identified as unavoidable and high in Appendix B of the report be included within the Medium Term Financial Plan as follows:

2007/08	£1,799,000
2008/09	£1,576,000
2009/10	£1,615,000

- (b) that the recommended savings/additional income generation identified in Appendix C of the report be included within the Medium Term Financial Plan as follows:

2007/08	£1,314,000
2008/09	£1,571,000
2009/10	£2,134,000

- (c) that officers undertake a review of alternative methods of service delivery to achieve savings as identified in Appendix C of the report ;
- (d) that the statutory resolutions (to be circulated following receipt of all parish precept notifications), setting a Council Tax for 2007/08 of £172.46 for a Band D property be approved;
- (e) that the fees and charges set out in Appendix D be approved;
- (f) that the Head of Financial Service be authorised to approve any further increases in fees and charges in consultation with the Portfolio Holder for Finance and other Portfolio Holders as appropriate to the circumstances;
- (g) that in view of the receipt of the petition in relation to charges for car parking permits, officers be requested to investigate means by which the budget of £50,000 can be utilised to ensure the council's car park facilities may be used to best advantage by disabled persons and all sections of the community;
- (h) that any financial recommendations from Scrutiny Task Groups be considered on the basis that projects which are self funding be considered in the financial year in which they are proposed and that any additional funding requests be approved for consideration as part of the following year's budget process.

**RESOLVED:** that thanks be expressed to all staff who have contributed to the budget process, in particular the Head of Financial Services and her staff.

164/06 **COUNCIL PLAN 2007-2010 PART 2**

The Cabinet considered a report in relation to the Council Plan for 2007-2010. Following discussion it was

**RECOMMENDED:**

- (a) that the balanced scorecard for the Council as contained in Appendix 2 to the report be approved;
- (b) that the Council's high level action plan 2007-2010 as contained in Appendix 3 to the report be approved;
- (c) that the corporate set of indicators and targets for the next three years as contained in Appendix 4 to the report be approved;
- (d) that authority to sign off the final version of the published Plan be delegated to the Leader of the Council in consultation with the Leader of the Opposition.

165/06 **COMPREHENSIVE PERFORMANCE ASSESSMENT (CPA)**

The Cabinet considered a report on the Council's CPA self assessment document and on the latest position in relation to the CPA process. Following discussion it was

**RESOLVED:**

- (a) that the CPA self assessment document be noted;
- (b) that the contextual information, the summary paragraph at the beginning of each key line of enquiry and the conclusions within the assessment be noted and that these together with the findings in the self assessment be taken into account when future priorities are considered;
- (c) that the arrangements for the forthcoming inspection be noted.

166/06 **LOCAL GOVERNMENT ACT 1972**

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

<u>Minute No.</u>	<u>Paragraphs</u>
167/06	12
168/06	7

167/06 **WRITE-OFF POLICIES**

Following consideration of the report, it was

**RECOMMENDED:**

- (a) that the increases in the levels of individual debts which can be written off as set out in the report and in the policy be approved,



subject to the amendment of the figure in relation to Council Tax, Benefit and Sundry Debt which can be authorised by Executive Cabinet to read "amounts over £5,000" ;

- (b) that, subject to the above amendment, the write off policy as contained in Appendix A to the report be approved and adopted.

168/06

**THE DOLPHIN CENTRE, HAYBRIDGE SPORTS CENTRE AND WOODRUSH SPORTS CENTRE**

Following consideration of the report, including comments from the Scrutiny Steering Board presented by the Vice Chairman of the Board, it was

**RESOLVED:** that Officers be requested to take the necessary actions to work towards the transfer of the Dolphin Centre, Haybridge Sports Centre and Woodrush Sports Centre to Leisure Trusts or similar bodies but that it be made clear that in any event that the Centres would remain open although there would be a transfer of activities.

(Note: Councillor Mrs. J. Dyer declared an personal interest in this item as a Governor of Woodrush High School;  
Councillor Mrs. Sherrey declared a personal interest in this item as a member of her family attended Haybridge High School)

The Meeting closed at 8.25 p.m.

Chairman

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## BROMSGROVE DISTRICT COUNCIL

### MEETING OF THE SCRUTINY STEERING BOARD

TUESDAY, 6TH FEBRUARY 2007

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

**Observers:** Councillors B. L. Fuller C.B.E., Q.F.S.M. and Mrs. K. M. Gall

**Officers:** K. Dicks, P. Street, Mrs. C. Felton, Mrs. S. Sellers, J. Wright and Miss D. McCarthy

#### 89/06 APOLOGIES

An apology for absence was received from Councillor A. J. Dent.

#### 90/06 DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS

No declarations of interest or whipping arrangements were made.

#### 91/06 MINUTES

The minutes of the Meeting of the Scrutiny Steering Board held on 2nd January 2007 were submitted.

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

#### 92/06 ATTENDANCE OF THE LEADER

The Head of Legal and Democratic Services presented a report relating to the attendance of the Leader. It was explained that the call for the Leader to attend this Scrutiny Steering Board meeting had been reviewed by the Acting Chief Executive and the Monitoring Officer. Due to the impending review of the scrutiny system and the high priority training programme which formed part of the member development programme scheduled to be delivered over the next few months, it was suggested that the attendance of the Leader be postponed until after the forthcoming training programme.

There was a lengthy debate regarding the need for funding for the implementation of any scrutiny recommendations with financial implications. Many members stated their frustration over scrutiny reports not being approved by the Executive Cabinet, particularly those with financial implications and this had led to disappointment. However, members agreed that being involved in scrutiny exercises had been enjoyable and they had

often worked very well. Although there were some questions on the commencement date of the training, the Board welcomed further training for scrutiny which would include training for the Executive Cabinet to enable them to support Overview and Scrutiny effectively.

The Board was informed that two similar scrutiny proposals had been submitted recently and had not yet been considered by the Board. It was explained that as the process dictated, the scrutiny proposers had attended a meeting with the Chief Executive, Corporate Director (Services) and Chairman of the Scrutiny Steering Board to discuss the scrutiny proposals put forward. Due to a number of issues, officers had sought advice from the Chairman of the Scrutiny Board and the Chairman of the relevant Advisory Group, however, members were reassured that there was no resistance to putting forward the scrutiny proposals to the Board and officers would ensure members were kept informed in future to avoid any further misunderstandings.

**RESOLVED:**

- (i) that the report be noted; and
- (ii) that the scrutiny proposals from Councillors Mrs. A. E. Doyle and S. P. Shannon be included on the agenda for the next ordinary meeting of the Scrutiny Steering Board scheduled to be held on 6th March 2007.

93/06 **PROPOSAL TO CLOSE BROMSGROVE MUSEUM**

The Portfolio Holder for Culture and Community Services was welcomed to the meeting. Members were reminded that the Museum and Tourist Information Centre Task Group had been set up by the former Health and Leisure Scrutiny Committee following a Notice of Motion to the Council meeting in March 2004. The Board was assured that the Executive Cabinet had taken note of the report put forward by scrutiny relating to the Bromsgrove Museum, however, it was believed that the option of setting up a Trust had not been considered by the Task Group and it was felt that this might be the way forward to ensuring the museum remained open.

It was stated that a report relating to the future management of the museum would be considered at the next meeting of the Executive Cabinet and the Portfolio Holder for Culture and Community Services was hopeful that the recommendation to keep the museum open for the forthcoming year (2007/08) and that officers be instructed to investigate the feasibility of a Trust to manage the museum from 2008/09, would be agreed and recommended to Council.

After a discussion on various aspects relating to Bromsgrove Museum, the Board thanked the Portfolio Holder for Culture and Community Services for his verbal report and reassurance that the scrutiny report had been taken into consideration by the Executive Cabinet.

**RESOLVED:** that the verbal report be noted.

94/06 **COMPREHENSIVE PERFORMANCE ASSESSMENT (CPA)**

The Corporate Director (Services) presented a report relating to the Comprehensive Performance Assessment (CPA) on behalf of the Assistant Chief Executive. It was reported that the Council had completed its CPA self assessment which was a key document for the inspectors. It was explained that it was written against five lines of enquiry: ambition, prioritisation, capacity, performance management and achievement/improvement. It was stated that the self assessment provided a wealth of information about the District and the Council and as a result provided the Board with a useful overview document with which to consider issues the District and Council faced and in turn could be used to influence the future work of the Scrutiny Steering Board.

Members praised the Senior Management Team on their efforts and commented that there had been a very positive change during recent years. The Board also commented on the enthusiasm of officers from various service areas who had assisted Task Groups with their scrutiny investigations.

**RESOLVED:** that the report be noted and the information contained within the report be taken into consideration when the Board agreed its future work programme.

95/06 **FLYTIPPING SCRUTINY REPORT**

Councillor Miss D. H. Campbell, Chairman of the Flytipping Task Group, presented the scrutiny report to the Board. Members complimented the Chairman and other members of the Task Group for their hard work and detailed report.

The Board was informed that all scrutiny reports, once approved, were posted on to the Centre for Public Scrutiny (CfPS) web site and mentioned in the Members' Bulletin.

**RESOLVED:** that the report be approved and submitted to the Executive Cabinet requesting the recommendations be approved and implemented.

96/06 **PROGRESS ON CURRENT TASK GROUPS**

**Car Parking Task Group**

It was reported that the Car Parking Task Group had concluded its investigations and the draft report had been circulated to Task Group members. It was confirmed that the scrutiny report from the Task Group would be considered at the next ordinary meeting of the Board scheduled to be held on 6th March 2007.

**Watercourses Task Group**

Members were informed that the Watercourses Task Group had also completed its scrutiny investigation and the report was in the process of being finalised ready to be submitted to the next ordinary meeting of the Board scheduled to be held on 6th March 2007.

Members went on to praise the Engineering Technician from Street Scene and Waste Management for his valuable contribution to the work of the Task Group.

**RESOLVED**: that the verbal updates given on the progress of the Car Parking and Watercourses Task Groups be noted.

97/06 **WORK PROGRAMME**

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

**RESOLVED** that the following Work Programme be approved –

<b>Subject</b>	<b>Date to be Considered</b>	<b>Other Information</b>
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.
Postwatch Presentation	15th February 2007 (Special Meeting)	A presentation giving background information will be given by representative(s) from Postwatch with a Question and Answer session to follow.
Medium Term Financial Plan and Council Plan	15th February 2007 (Special Meeting)	Members will have the opportunity to consider these items before the Special Meeting of the Executive Cabinet on 21st February 2007.
Car Parking – Task Group	6th March 2007	Final Task Group Report postponed until March 2007 – Task Group set up in September 2006. First Meeting: 3rd 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.

<b>Subject</b>	<b>Date to be Considered</b>	<b>Other Information</b>
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.
BDHT – Task Group Review	December 2007	Task Group to reconvene for a review meeting December 2007.

98/06 **ITEMS TO BE CONSIDERED BY THE EXECUTIVE CABINET**

Consideration was given to the items on the agenda for the Executive Cabinet meeting which was scheduled to be held on 8th February 2007.

Regarding the report relating to Rural Settlement List for Rural Rate Relief, clarification was sought on whether it was possible to receive both the rural rate relief and the small business rate relief. The Chief Executive agreed to investigate this and report back.

**RESOLVED:** that no comments be put forward by the Board on any items due to be considered by the Executive Cabinet at its next meeting.

The meeting closed at 7.40 pm

Chairman

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**BROMSGROVE DISTRICT COUNCIL**

**SPECIAL MEETING OF THE SCRUTINY STEERING BOARD**

**THURSDAY, 15TH FEBRUARY 2007**

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

**Observers:** Councillors G. N. Denaro, Mrs. J. Dyer M.B.E., Mrs. K. M. Gall, G. H. Hulett, C. R. Scurrall, Mrs. M. M. T. Taylor and E. C. Tibby

**Officers:** Mr. K. Dicks, Mr. P. Street, Mr. H. Bennett, Mrs. C. Felton, Miss J. Pickering, Ms. J. Pitman, Mrs. S. Sellers and Miss D. McCarthy

99/06 **APOLOGIES**

Apologies for absence were received from Councillors A. J. Dent, Mrs. R. L. Dent and Mrs. A. E. Doyle.

100/06 **DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS**

In relation to item 4 on the agenda and specifically relating to the confidential Executive Cabinet report regarding the Dolphin Centre, Haybridge Sports Centre and Woodrush Sports Centre, the following interests were declared:

<u>Councillor</u>	<u>Nature of Interest</u>
J. T. Duddy	Personal. Mother a Governor at Woodrush High School.
S. P. Shannon	Personal. Member of Worcestershire County Council.

No declarations of whipping arrangements were made.

101/06 **PRESENTATION BY POSTWATCH MIDLANDS**

The Chairman introduced and welcomed Mrs. Kathryn Davis, a Committee Member of Postwatch Midlands for the B postcode area, to the meeting. It was reiterated by the Chairman that Postwatch was an independent organisation, not attached to the Royal Mail Group or part of the Government.

Mrs. Davis gave a detailed presentation on the Post Office Network which covered issues such as why change was needed, Government proposals, the view taken by Postwatch and what individuals and organisations could do in response. Members asked several questions which were answered and all comments were noted by Mrs. Davis for her to report back.

Members were informed that at the time of the meeting, Postwatch Midlands did not have listings of rural post offices within Bromsgrove District due to them being recently redefined. However, Mrs. Davis agreed to provide a list of

all post offices in the District including those which were classed as rural under the old definition. When updated information became available, Mrs. Davis agreed to forward the new list.

The Department of Trading and Industry (DTI) consultation document relating to the Post Office Network was distributed to members. It was explained that the document contained a consultation response form which could be completed and sent to the DTI. It was confirmed that the deadline for responses was Thursday 8th March 2007.

On behalf of the Board, the Chairman thanked Mrs. Davis for attending and for providing members with the information requested.

**RESOLVED:**

- (i) that members individually complete a consultation response form and send it to the Committee Services Officer by Friday 2nd March 2007 or directly to DTI by Thursday 8th March 2007; and
- (ii) that the Corporate Director (Services) send a letter incorporating general comments of members to the DTI attaching all consultation response forms received from members before Thursday 8th March 2007.

**102/06 LOCAL GOVERNMENT ACT 1972**

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

Minute No.  
103/06

Paragraph  
7

**103/06 CONFIDENTIAL ITEM TO BE CONSIDERED BY EXECUTIVE CABINET**

Consideration was given to the confidential item for the Special Meeting of the Executive Cabinet on 21st February 2007 which related to the Dolphin Centre, Haybridge Sports Centre and Woodrush Sports Centre. Questions raised were answered by the Corporate Director (Services).

**RESOLVED:** that comments made in relation to this item be put forward to the Executive Cabinet.

**104/06 ITEMS TO BE CONSIDERED BY EXECUTIVE CABINET**

Consideration was given to all other items on the Agenda for the next meeting of the Executive Cabinet. Members asked questions relating specifically to the budget papers.

**RESOLVED:** that, with the exception of comments made on the confidential item, no comments on any other item on the Agenda for the Executive Cabinet meeting on 21st February 2007 be put forward by this Board.

105/06 **BUDGET PRESENTATION**

The Chairman agreed the Board could consider this as an urgent item.

The Head of Financial Services gave a presentation on the Medium Term Financial Plan 2007/08 to 2009/10 and the Capital Programme 2007/08 to 2009/10 and answered several questions put forward.

On behalf of the Board, the Chairman thanked the Head of Financial Services for her clear presentation.

**RESOLVED:** that the presentation be noted.

The meeting closed at 8.15 pm

Chairman

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## BROMSGROVE DISTRICT COUNCIL

### MEETING OF THE PERFORMANCE MANAGEMENT BOARD

FRIDAY, 16TH FEBRUARY, 2007

PRESENT: Councillor Peter McDonald (Chairman), Councillor John Ruck (Vice-Chairman), Councillor Mrs Sue Baxter and Councillor Miss Diane Campbell J.P

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

Officers: Mr. K. Dicks, Mr. H. Bennett, Miss J. Pickering and Mr. A. Jessop

#### 66/06 APOLOGIES

Apologies for absence were received from Councillors A.N. Blagg and C.B. Lanham (Board Members) and Mrs. M.A. Sherrey (Observer).

#### 67/06 MINUTES

The Minutes of the Meeting of the Board held on 19<sup>th</sup> January 2007, were submitted.

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

#### 68/06 INTEGRATED FINANCIAL/PERFORMANCE MANAGEMENT REPORT - QUARTER 3 2006-07

A Report on Integrated Performance and Financial Monitoring for Quarter 3 of 2006-07 was submitted, and the following issues were highlighted

Paragraph 2.4 (Projected Outturn Position)

Members were uncertain about the interpretation of the phrase "considerable improvement", and, in order to quantify this in the future, it was agreed that the position would be shown in percentage terms

Paragraph 4.3 (Telephone response times at Customer Service Centre)

Members personal experiences had caused them to question the accuracy of the figures quoted for speed of response times and number of calls answered, and were advised that the figures were based on a detailed analysis of the Customer Relationship Management System in place at the CSC, which incorporates a fully automated telephone element. It was agreed that a report be

brought to the next meeting in this regard for perusal by the Board. Furthermore, it was reported that officers were currently considering Service Business Plans for next year which included targets, etc., and it was suggested that, rather than quote the average telephone response time, it would be better recorded as a percentage (i.e, xx% of calls were answered within ....).

Paragraph 4.5 (Heads of Service Business Plans – targets for P.I's.)

Members were advised that, at the next meeting, a copy of the Council Plan would be presented. The Plan includes a high level action plan and a set of 45 corporate indicators. The Board will also be supplied with extracts from each service business plan, that detail all performance indicators for each service. All the above information will include targets for the next three years, the 2005/06 English local authority median and a commentary where any target set is worse than the median. The Board will need to scrutinise this information and make recommendations to Cabinet on any proposed changes to the targets.

BV 156 (Percentage of Authority's buildings public areas suitable and accessible to the disabled)

It was agreed that the Portfolio Holder look into the question as to whether the Bromsgrove Museum was exempt from the Disability Discrimination Act

Para.5.4.1 (Shortfall of income from Dolphin Centre Health & Fitness activities)

In response to Members concerns over an apparent lack of operational controls within the Dolphin Centre, officers undertook to investigate this matter and respond to Members directly.

Para. 5.4.5 (Refuse Collection Overspend)

Members expressed their concern over extra costs associated with the Faun refuse vehicles, and it was agreed that the Executive Cabinet be requested to carry out a thorough investigation into the total costs associated with Faun vehicles

Paragraph 7.3 (HSBC Bank)

Following a recent presentation to Members by Postwatch Midlands, which highlighted (inter-alia) that HSBC did not allow its customers banking facilities via Post Offices

(when other Banks did), it was felt that a recommendation should be made to Executive Cabinet requesting them to examine the Council's position in this regard, insofar as our social responsibility was concerned to the local community and various stakeholders. Furthermore, it was also agreed to ask the appropriate officers to review the Council's Procurement Policy and consider developing a corporate Social Responsibility Policy for the Council.

BV 226c (Total amount spent on advice and guidance on housing, welfare benefits and consumer matters provided by the Council)

That officers be requested to enquire of BDHT the sum they contribute to the Citizens Advice Bureau.

BV 109a,b, and c (Determination of Planning Applications)

Officers are requested to try to establish whether there is any correlation between the increase in the calling in of planning applications within certain Wards of the District and Planning appeals.

General (Street Scene and Waste Management – Car Parks Overspend)

It was agreed that the Corporate Director (Services) be requested to attend the next meeting of the Board to respond to a variety of issues within his Directorate.

### **RESOLVED**

- (1) that terms like "considerable improvement" should be avoided and instead be exact, e.g. the % improvement;
- (2) that the Board scrutinise the Council Plan and the Council's targets for 2007-2010 at its next Board meeting and request all Portfolio Holders and Heads of Service to be present;
- (3) that officers investigate the apparent shortfall in income from the Dolphin Centre's Health and Fitness Suite and e-mail a response to Board Members and the Portfolio Holder;
- (4) that officers investigate the contribution BDHT makes to the Citizen's Advice Bureau;
- (5) officers are requested to try to establish whether there was any correlation between the increase in the calling in of planning applications within certain Wards of the District and planning appeals; and

- (6) that the Corporate Director (Services) be requested to attend the next meeting of the Board to respond to a variety of issues within his Directorate.

### **RECOMMENDED**

- (1) that Cabinet consider including a target for the Customer Service Centre about the proportion of calls answered within a certain number of seconds;
- (2) that the appropriate Portfolio Holder look into the question as to whether the Bromsgrove Museum was exempt from the Disability Discrimination Act;
- (3) that the Cabinet consider developing a Corporate Social Responsibility Policy that covers procurement and all other activities of the Council;
- (4) that Cabinet be requested to carry out a thorough investigation into the total costs associated with Faun refuse vehicles;
- (5) that it be noted that 52% of indicators were improving or were stable as at 31 December 2006 (68% if remove those indicators which cannot be reported on), which was a small increase on last month's figures, and was the same as at Quarter 2;
- (6) that Cabinet note that 47% of indicators were achieving their targets at December 2006 (61% if remove those indicators which cannot be reported on), which was an improvement of 2 percentage points over November and a considerable improvement over the figure of 39% at Quarter 2;
- (7) that Cabinet note that 70% of indicators were projected to out-turn on or above target at the year-end (75% if remove those indicators which cannot be reported on), compared to 59% in November – this particular analysis was only introduced in October 2006, so comparison to Quarter 2 was not possible);
- (8) that Cabinet note that the projected out-turn position in relation to other Authorities (by comparing projected out-turn to the quartile positions) was a considerable improvement over last year;
- (9) that the potential areas for concern set out in 4.7 of the report be noted, together with the corrective action being taken;
- (10) that the current revenue financial underspend to budget of £331k be noted;
- (11) that the predicted revenue financial overspend of £65k be noted, and that, accordingly, Heads of Service be requested to reduce the overspends where appropriate;



- (12) that the use of General Fund Revenue Balances and earmarked reserves be noted; and
- (13) that the Capital underspend of £1.098m against the Profiled Capital Budget to December 2006 be noted, together with the progress made on Capital Schemes.

69/06 **COMPREHENSIVE PERFORMANCE ASSESSMENT - SELF ASSESSMENT  
JANUARY 2007**

A Report setting out the Council's Comprehensive Performance Assessment self assessment, was submitted.

**RESOLVED**: that the Chairman and Vice-Chairman of the Board, working with the Assistant Chief Executive, consider the areas for improvement identified in the self-assessment for the proposed 2007-08 PMB Work Programme to be submitted to the Next meeting of the Board.

70/06 **IMPROVEMENT PLAN: EXCEPTION REPORT - DECEMBER 2006  
UPDATE**

Consideration was given to the Report on the Improvement Plan for December 2006, together with the corrective action being taken, as set out in the Appendix to the Report.

**RECOMMENDED**

- (1) that the revisions to the Improvement Plan Exception Report, together with the corrective action being taken, as now reported, be approved; and
- (2) that it be noted that 89.5% of the Improvement Plan was on target (green), 7% was one month behind (amber) , and 3.5% was over one month behind (red).

71/06 **DATE OF NEXT MEETING**

The Chairman reminded Members that the date of the next meeting had been changed, and would take place on Friday, 23<sup>rd</sup> March 2007. This was noted.

The meeting closed at 3.45 p.m.

Chairman

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## BROMSGROVE DISTRICT COUNCIL

### MEETING OF THE AUDIT BOARD

MONDAY, 19TH FEBRUARY 2007

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

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

**Officers** Mr. K. Dicks, Mrs. C. L. Felton, Miss J. Pickering, Mr. N. Shovell and Mr. A. C. Stephens

Mr. J. Gorrie and Mr. N. Rafiq (KPMG LLP)

28/06 **TO RECEIVE APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor A. N. Blagg.

29/06 **DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS**

No interests or whipping arrangements were declared.

30/06 **TO CONFIRM THE MINUTES OF THE LAST MEETING OF THE BOARD HELD ON 21ST NOVEMBER 2006**

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

Having not been in attendance at the previous meeting, Mr. Shovell responded to the questions raised in Minute Nos. 25/06 and 26/06 -

- (i) in relation to the question of the £111 million worth of fraud and overpayments identified by the National Fraud Initiative, it was reported that the most recent figures submitted to the Audit Commission in January 2006 showed that £8,300 related to the Bromsgrove District;
- (ii) of the eleven Audit Quality Questionnaires issued, ten completed forms had been received in response; and
- (iii) as to the definition of 'key committees', CIPFA guidance states that this would include the Executive and Scrutiny functions.

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

31/06 **ANNUAL EXTERNAL AUDIT REPORT 2005/2006**

The Chairman welcomed Mr. J. Gorrie, a Director of KPMG LLP (UK), the Council's appointed Auditor, together with Mr. N. Rafiq, Assistant Manager at KPMG LLP (UK).

Mr. Gorrie and Mr. Rafiq formally presented their report which summarised the work undertaken by KPMG throughout the year. The Audit of Data Quality was described in further detail as this was a new area for review, introduced by the Audit Commission. Mr. Rafiq outlined the three stage process which had been carried out and explained the findings of the review. Members then gave consideration to the Annual External Audit Report 2005/2006 document.

**RESOLVED:**

- (i) that the Annual External Audit Report for 2005/2006 be noted and accepted;
- (ii) that the management response recommendations to the External Audit Report for 2005/2006 be endorsed; and
- (iii) that the thanks of the Board be expressed to the Auditors for the valuable and beneficial working relationship during the last few years.

32/06 **COMPREHENSIVE PERFORMANCE ASSESSMENT (CPA)**

A report setting out the Council's Comprehensive Performance Assessment self assessment was submitted.

**RESOLVED:** that the self assessment, including the contextual information, the summary paragraph at the start of each key line of enquiry and the conclusions, as set out in Appendix 1 to the report, be noted and taken into account when considering the future work programme of the Board.

33/06 **2007/2008 AUDIT PLAN**

Members gave consideration to the Council's Internal Audit Plan for 2007/2008.

**RESOLVED:**

- (i) that the Internal Audit Plan for 2007/2008, as detailed in the report, be noted and approved; and
- (ii) that brief details of the new process relating to the employment of Agency and Casual Staff, referred to on page 61 of the report, be forwarded to Members of the Board.

34/06 **AUDIT PERFORMANCE AND WORKLOAD**

The Internal Audit Performance and Workload information was submitted for consideration by Members, which detailed the current workload and performance of the Internal Audit Section.

**RESOLVED:** that the contents of the report be noted and approved.

**35/06 RECOMMENDATION TRACKER PROCESS**

A report setting out the new process for monitoring implementation of 'priority one' recommendations in audit reports was submitted.

**RESOLVED:**

- (i) that the new processes which had been adopted for monitoring the implementation of 'priority one' recommendations be noted and approved; and
- (ii) that 'priority one' recommendations, together with those which are more than one month overdue (or colour-coded as 'red'), be reported to meetings of the Board.

**36/06 AUDIT BOARD SELF-ASSESSMENT AND TERMS OF REFERENCE**

Members gave consideration to both the updated Self Assessment document relating to the Board, and the updated Terms of Reference for the Board.

**RESOLVED:**

- (i) that cross membership by Members of the Board with other scrutiny functions carried out by the Council be considered acceptable for the time being, but that this question be reviewed following further Member Development training in the near future;
- (ii) that the action taken following the completion of the CIPFA Self-Assessment document, referred to in Minutes No. 26/06 of the meeting of the Board held on 21st November 2006, be noted and approved; and
- (iii) that the updated Terms of Reference be noted and approved.

**37/06 AUDIT BOARD WORK PROGRAMME**

A report detailing to both the Board's work programme and the Internal Audit Performance Indicators was submitted.

**RESOLVED:**

- (i) that the Corporate/Strategic Risk Register be added to the Scrutiny Steering Board Work Programme for analysis/inspection during the third quarter of the next municipal year; and
- (ii) that the report be noted and approved.

**38/06 RISK MANAGEMENT STRATEGY AND PROCESS**

Members gave consideration to a report, which was to be submitted to the Executive Cabinet's meeting on 7th March 2007, relating to the Council's revised Risk Management Strategy.

**RESOLVED:**

- (i) that, in relation to the Audit Board risk management roles and responsibilities, as detailed in the table on page 5 of the Risk Management Strategy document (*or page 107 of the combined report documentation*), the Executive Cabinet be informed that the Board

considered the first bullet point should to be amended to read as follows:-

- Scrutinising the Council's decisions to ensure that they meet the requirements of effective risk management and, in order for this to be achieved, to have oversight of the strategic risk register.
- (ii) that updates to the strategic risk register be reported to the Board at each meeting; and
- (iii) that, in all other respects, the report be noted and that the Executive Cabinet be recommended to approve the revised Risk Management Strategy.

39/06 **CONFIDENTIAL REPORTING CODE**

Members gave consideration to a report, which was to be submitted to the Executive Cabinet's meeting on 7th March 2007, relating to the Council's revised Confidential Reporting Code.

**RESOLVED:**

- (i) that the Head of Legal and Democratic Services be authorised to make any amendments deemed necessary to the Confidential Reporting Code following consultation with employees' representative organisations; and
- (ii) that, in all other respects, the report be noted and that the Executive Cabinet be recommended to approve the revised Confidential Reporting Code.

The meeting closed at 7.20 pm

Chairman

## BROMSGROVE DISTRICT COUNCIL

### EXECUTIVE CABINET

7<sup>th</sup> March 2007

#### Annual External Audit Report 2005/06

Responsible Portfolio Holder	Councillor Roger Hollingworth / Councillor Rita Taylor
Responsible Head of Service	Acting Chief Executive

#### 1. SUMMARY

- 1.1. The Council's External Auditor (KPMG LLP) has issued the Annual External Audit Report for 2005/06 (Appendix A). This was issued to Officers of the Council in draft form at the end of December and has been amended to take account of the majority of those comments. It also includes the management response to the recommendations.

#### 2. RECOMMENDATIONS

- 2.1 Members are asked to consider the Annual External Audit Report for 2005/06 and, subject to any comments they may wish to make, to accept it.
- 2.2 Members are asked to endorse the management response to the Annual External Audit Report for 2005/06 recommendations.

#### 3 BACKGROUND

- 3.1 Attached at Appendix A is the Annual External Audit Report for 2005/06 which reports the significant findings from work undertaken by KPMG LLP (the Council's appointed auditors) as part of the 2005/06 Audit and Inspection Plan. The memo focuses on the following main areas:
- Audit of Accounts
  - Audit of Use of Resources
- 3.2 The report also includes:
- Data Quality
  - Follow up of previous years Annual Audit and Inspection Letter recommendations
  - Statutory report on Best Value Performance Plan
  - Summary of audit reports issued during the year
- 3.3 It is felt that the report does accurately reflect the Council's position however it is felt that a number of points are worth clarification / further comment:
- Page 4 – financial position – it could be inferred here that the situation wasn't effectively managed however it is officers firm belief that the potential overspend was identified early and corrective actions put in place.
  - Page 5 – the report states that "Although the Authority is currently examining ways of addressing spending and activity levels, these need to be carefully monitored..." This could again be inferred that they weren't before – officers

believe that there have been significant improvements in financial management within the Council over the last 2 years.

- Data quality – it is a recognised that the Council needs to improve significantly with regard to data quality however it is worth noting that this is a new Key Line of Enquiry and that lots of other councils are in a similar position.

3.4 The Memo does contain a series of Recommendations and a Management response has been included. Members are asked to endorse the Management response.

**4. FINANCIAL IMPLICATIONS**

4.1 None.

**5. LEGAL IMPLICATIONS**

5.1 None.

**6. CORPORATE OBJECTIVES**

6.1 Overall objective of improvement.

**7. RISK MANAGEMENT**

7.1 None.

**8. CUSTOMER IMPLICATIONS**

8.1 None.

**9. OTHER IMPLICATIONS**

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



## 10. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	To be sent 26/1/07
Acting Chief Executive	Author
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	N/A

## 11. APPENDICES

Appendix A - Annual External Audit Report 2005/06

## 12. BACKGROUND PAPERS

None

Name: Kevin Dicks – Acting Chief Executive

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INFRASTRUCTURE & GOVERNMENT

## **Annual External Audit Report**

**2005/06**

**Bromsgrove District  
Council**

December 2006

AUDIT

# Content

The contacts at KPMG in connection with this report are:

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This report is addressed to the Authority and has been prepared for the sole use of the Authority. We take no responsibility to any officer or Member acting in their individual capacities, or to third parties. The Audit Commission has issued a document entitled *Statement of Responsibilities of Auditors and Audited Bodies*. This summarises where the responsibilities of auditors begin and end and what is expected from the audited body. We draw your attention to this document.

External auditors do not act as a substitute for the audited body's own responsibility for putting in place proper arrangements to ensure that public business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

If you have any concerns or are dissatisfied with any part of KPMG's work, in the first instance you should contact Jon Gorrie who is the engagement director to the Authority, telephone 0121 232 2440, email jonathan.gorrie@kpmg.co.uk, who will try to resolve your complaint. If you are dissatisfied with your response please contact Trevor Rees on 0161 236 4000, email trevor.rees@kpmg.co.uk, who is the national contact partner for all of KPMG's work with the Audit Commission. After this, if you still dissatisfied with how your complaint has been handled you can access the Audit Commission's complaints procedure. Put your complaint in writing to the Complaints Team, Nicholson House, Lime Kiln Close, Stoke Gifford, Bristol, BS34 8SU or by e mail to: complaints@audit-commission.gov.uk. Their telephone number is 0117 975 3131, textphone (minicom) 020 7630 0421.

## Executive summary

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### 1.1 Scope of our work

This report summarises KPMG LLP's external audit work carried out at Bromsgrove District Council (The Authority) for the 2005/06 year. In particular, this report includes our findings in relation to the:

- audit of accounts (section 2) and
- audit of Use of Resources (section 3).

The report also includes:

- a summary of our recommendations on the Authority's management arrangements over data quality from the current year (Appendix A); and
- a follow up of our recommendations from previous years Annual Audit and Inspection Letter and (Appendix B).
- our statutory report on the Best Value Performance Plan (Appendix C); and
- a summary of the audit reports issued during the year (Appendix D).

### 1.2 Summary of findings

#### ***Audit of accounts***

On 29 September 2006, we issued our external audit opinion on the Authority's 2005/06 financial statements. At the same time, we issued our audit certificate, which formally concludes our statutory responsibilities as auditors for 2005/06.

We also reviewed the Authority's 2005/06 Whole of Government Accounts (WGA) submission pack and were able to conclude that it was consistent with the Authority's statutory accounts.

#### ***Audit of data quality***

During May to July 2006, we completed our first review of data quality at the Authority, following a new methodology developed by the Audit Commission. This forms part of our work for the 2006/07 audit year.

We reviewed the management arrangements over data quality that the Authority has in place and have given the Authority a score of 1 out of 4, meaning that we consider the arrangements to be inadequate.

#### ***Best Value Performance Plan***

We were also required to report on The Authority's Best Value Performance Plan 'BVPP' (better known as 'Council Results 2005/06') as to whether or not The Authority has complied with legislation and statutory guidance in respect of the preparation and publication of the BVPP.

Following our review, we consider that the Authority's BVPP is consistent with the relevant guidance and we have therefore issued an unqualified opinion (see Appendix C).

#### ***Use of resources***

We reported our value for money conclusion on the Authority's use of resources as part of our accounts audit report on 29 September 2006. This was a qualified conclusion, indicating that the Authority had not achieved all the criteria specified by the Audit Commission and reported in detail in our *2005/06 ISA 260 Report to those charged with governance* dated 19<sup>th</sup> September 2006 to the Authority.

We are currently in the process of undertaking our annual review of the Authority's use of resources (2006/07) building on our previous year's work and updating it for any changes and improvements to the Authority's arrangements. We will report our findings to the Authority in our Joint Annual Audit & Inspection Letter (2005/06) which is expected to be issued by the Audit Commission in March 2007.

Our responsibilities under the Audit Commission's Code of Audit Practice also include the review of topics relevant to the Authority's use of resources which have been determined through a risk assessment carried out with the Authority's officers and was detailed in the 2005/06 Annual Audit and Inspection Plan.

### 1.3 Looking forward

The Authority faces another challenging year in 2006/07 and we have discussed and agreed our audit plan for this period with the Authority. From that analysis we have identified the following key issues:

- **Improvement Plan:** The Authority has been in voluntary engagement since 2004 and has made good progress in developing, agreeing and implementing an Improvement Plan, for example key strategic documents with a more robust staffing structure now in place. A robust assessment of how much progress the Authority has made will be assessed as part of the Audit Commission's Comprehensive Performance Assessment (CPA) that is scheduled to take place during the first quarter of 2007 together with our Use of Resources judgement which is expected to be issued in March 2007.
- **Initiatives:** The Authority has entered into an agreement with an external provider to help it to implement a number of initiatives under the project title 'Spatial Project' at a cost of approximately £6.3m. The Authority believes this will lead to annual savings that will be calculated following the completion of the stage 3 of the project. The Authority will need to ensure that it has sufficient and effective project management and monitoring procedures in place to ensure successful delivery of these initiatives and the savings.
- **Joint Working:** There is increasing pressure on local authorities to work in much more collaborative manner and as a result it is likely that there will be an increasing degree of joint working with neighbouring authorities. The Authority decided not to enter into a shared service arrangement for the provision of its revenue and benefits services with other Worcestershire authorities this was due to the Authority believing that the business case would not deliver significant benefits to the Council and its service users. However the local authorities continue to discuss the future provision of other back office services that may present opportunities and/or benefits to individual authorities under a shared service agreement. Any such future arrangements will require robust scrutiny and monitoring to ensure they are effectively governed and deliver agreed outcomes for the Authority and its residents.

### 1.4 Acknowledgements

We would like to take this opportunity to thank the officers and Members for their continuing help and co-operation whilst undertaking our audit this year.

## Section 2

# Audit of Accounts

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### 2.1 Scope of our work

Our 2005/06 *Interim Report*, issued in July 2006, set out our findings in relation to the Authority's controls and internal audit function. Further to this document, our *Report to Those Charged with Governance* gave our findings and initial conclusions in relation to the Authority's accounts.

This report summarises our findings from the audit of the accounts and Statement on Internal Control for 2005/06.

### 2.2 Findings of the accounts audit

#### **Opinion and certificate**

We issued an unqualified opinion on the accounts on 29 September 2006. For the first time this year, our audit report incorporated a conclusion on the Authority's use of resources. This is discussed in more detail in section 3 and in our *Report to Those Charged with Governance*, issued on 19 September 2006.

We received a complete set of draft 2005/06 accounts from the Authority by the agreed deadline of 30 June 2006 and they were supported by adequate quality working papers, which is a clear improvement from prior year.

Following completion of our audit the accounts were amended for a number of errors and presentational disclosures. None of these however were considered to be material and there were no uncorrected errors.

We also reviewed the information supporting the Authority's Statement on Internal Control for 2005/06 and concluded that it was consistent with our understanding of the Authority.

We also concluded that we were able to place reliance on the work of Internal Audit in 2005/06. Our review of Internal Audit work noted that Internal Audit raised a number of recommendations aimed at improving the Authority's financial controls throughout the year and we continue to support Internal Audit in raising these issues and recommendations.

We have no further issues to report which have not already been addressed in sufficient detail in 2005/06 *ISA260 Report to Those Charged with Governance*.

#### **Whole of government accounts opinion**

WGA are accounts that cover the whole of the public sector and include some 1,300 separate bodies. Each of these bodies is required to submit a consolidation pack which is based on, but separate from, their statutory accounts.

The 2005/06 year was the second "dry-run" year for the WGA process, but for the first time auditors were required to review and report on the WGA consolidation pack. In 2006/07, the WGA process will "go live" and the Authority will need to ensure it complies with the deadlines for the completion of its WGA pack for audit purposes once these have been issued.

As external auditors to the Authority, we have provided an opinion on your 2005/06 WGA consolidation pack. In our opinion, the consolidation pack, with the adjustments schedule addendum, is consistent with the statement of accounts for the year ended 31 March 2006.

### 2.3 Financial Position

#### **Revenue**

During the year ended 31 March 2006 The Authority reported a deficit of £186k, which represented an overspend of 2% against its total 2005/06 budget of £9.65m. This overspend was reduced via the receipt of additional interest income of £256k, which was generated from investments.

The main areas of overspend related to street scene and waste management services and the recovery plan which was overspent by £185k. The impact of these overspends were offset by vacancy savings for example in Culture and Community Services of £110k, Financial Services of £85k and Planning and Environment services of £199k.

## Section 2

### Audit of Accounts

---

For 2006/07, The Authority has set a balanced revenue budget of £10.45m and is currently forecasting a projected overspend of £77k. The main increase in budget relates to service improvements of £1.69m. However this is offset by savings, additional grant income and use of balances.

Although the Authority is currently examining ways of addressing spending and activity levels, these need to be carefully monitored to ensure that the overall cumulative financial position of the Authority remains strong.

#### **Capital**

The Authority approved a budget of £8.36m, against which only £6.3m was incurred, resulting in a under spend of £2.065m and a carry forward of £1.65m. The main areas for slippage in 2005/06 were eGovernment and customer services with 22%, culture and community services with 34% and street scene and waste management with 43% under spent against budget.

For 2006/7, The Authority has approved a capital programme of £7.9m, which includes the carry forward from 2005/6 and also the Spatial IT project of £500k. As at September 2006, The Authority is forecasting an under spend of £871k, the main area of slippage being planning and environment services.

Work is currently being undertaken with budget holders and heads of services across the Authority to further refine spending profiles on schemes and to report any slippage on the capital programme to the Performance Management Board and the and the Corporate Management Team.

In addition, the Authority has developed and adopted an Asset Management Plan (2006 to 2010). The plan will introduce a set of local performance indicators to measure and monitor the performance of the whole authority in the delivery of its capital projects in terms of cost and time predictability.

#### **Reserves and balances**

The Authority reported general fund revenue balances of £2.28m and earmarked balances of £607k at the end of 2005/06. During the year a review of earmarked reserves was undertaken and a number of reserves were consolidated into a replacement reserve. The Authority intends to use this reserve to replace vehicles, plant and ICT equipment and from 2006/07 a contribution of £200k each year will be made to this reserve.

In order to meet future budgetary pressures the medium term financial plan (2006 to 2009) requires the Authority to use general fund balances of £320k in 2006/7 and £500k in 2007/8 to fund one off expenditure. This planned usage of its general fund balance results in a projected balance of £1.47m in 2008/09, which remains above the Authority's approved minimum required balance of £850k.

The Authority's ability to maintain reserves in line with its medium term financial strategy is dependent on robust budget management to ensure that use of further working balances is not required to manage higher overspends.

## **2.4 Questions and objections from electors**

Electors of Bromsgrove District Council are entitled by law to raise with the auditor questions or objections to items of account. These queries can then require us to investigate the issue raised.

We have not received any questions or objections during the audited year.

## **2.5 Certification of grant claims and returns**

We are currently in the process of reviewing and certifying the Authority's grant claims and returns for the financial year 2005/06.



## Section 3

### Use of Resources

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#### 3.1 Scope of our work

We reported our findings in support of our Use of Resources conclusion in our *Report to those charged with governance* dated 19<sup>th</sup> September 2006.

We have also set out below the summary of our other work completed as part of responsibilities under the Code of Audit Practice in relation to the Authority's use of resources.

#### 3.2 Use of resources evaluation

The aim of the evaluation was to be satisfied that the Authority has proper arrangements in place to secure economy, efficiency and effectiveness in its use of resources. The assessment is based on judgements on the themes issued by the Audit Commission.

Our *2005/6 ISA 260 Report to those charged with governance* dated 19 September 2006 detailed our main findings and we concluded that the arrangements in place at the Authority were inadequate.

We are in the process of undertaking our annual review of the Authority's use of resources (2006/07) building on our previous year's work and updating it for any changes and improvements to the Authority's arrangements. We will report our findings to the Authority in our Joint Annual Audit & Inspection Letter (2005/06) which is expected to be issued by the Audit Commission in March 2007.

#### 3.3 Best Value Performance Plan (BVPP)

In line with the Audit Commission's *Code of Audit Practice*, as part of our 2006/07 work programme we are required to audit the Authority's 2006/07 Best Value Performance Plan (Council Results) to ensure that its contents comply with statutory requirements.

Our opinion is included in Appendix C and there are no significant issues arising from our work which we wish to bring to the attention of Members.

## Section 4

# Audit of Data Quality

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### 4.1 Scope of work

The Audit Commission has introduced a new review of local authorities' data quality arrangements, which forms part of our work for the 2006/07 audit year.

The work is timely since, with the continued development of the performance management framework in many organisations, there is increased reliance on information for decision-making, so the accuracy of the information is vital for effective organisational management.

Data is also important to external stakeholders wishing to review authorities' performance, as such our work also includes the validation of certain indicators to assist the Audit Commission with the CPA process.

Our review of data quality was carried out in compliance with the Audit Guides issued by the Audit Commission. These divide our work into three phases.

- Stage 1: Review of management arrangements. Here we consider the arrangements in place by which the Authority defines its objectives for data quality and aims to ensure that they are achieved.
- Stage 2: Comparison to other authorities. This audit step involves responding to the Audit Commission where they raise questions on the Authority's performance indicators. These questions may arise through analysis of historical trends or comparison to other authorities. The Authority was able to provide answers to all Audit Commission questions and we have nothing further to report to members on this matter
- Stage 3: Data testing. We perform detailed testing on a number of indicators selected by the Audit Commission, carrying out the tests specified in the Audit Guide. The number of indicators tested is dependent upon our assessment of the adequacy of management arrangements in Stage 1.

### 4.2 Review of managements arrangements over data quality

For the initial assessment stage, the Audit Commission developed five Key Line of Enquiries (KLOEs) to enable us to evaluate the Authority's management arrangements for data quality. The assessment is scored based on the Authorities fulfilment of prescribed criteria as follows:

- Level 1 = inadequate performance
- Level 2 = adequate performance
- Level 3 = performing well
- Level 4 = performing strongly

We have given the Authority an overall score of one out of four, covering the following area's of assessment:

- Governance arrangements;
- Policy framework;
- Information systems and processes;
- People and skills; and
- Using data effectively

We have made a number of recommendations these will provide the Authority with an opportunity to improve its arrangements in the coming year. The recommendations are set out overleaf and summarised in Appendix A.

## Section 4

# Audit of data quality

### Data quality governance arrangements

Data quality element	Level achieved
Governance arrangements	1

This section of our management arrangements review covered the Authority's leadership over data quality, including:

- its top level commitment to data quality
- how responsibilities for data quality are defined and communicated;
- its data quality objectives in place; and
- how standards for data quality are monitored and reviewed.

This area is important because it defines what is expected from staff and how officers and Members will ensure that this is achieved.

The key strategic documents of the Authority such as its Corporate Plan, service and business plans and risk register do not formally nor clearly set out and demonstrate the Authority's commitment to data quality. As a result there is no overall strategy in place setting out how the Authority expects to consistently achieve data quality.

The Authority's Individual service and business plans, the budget book 2006/07 and also job specifications for relevant staff specify officer responsibility for producing performance indicators but not clearly specify the responsibility in relation to data quality. For example responsibility for producing and reporting accurate, valid, reliable, relevant and complete data.

#### Recommendation 1: Formalisation of Data Quality Strategy

The Authority should demonstrate its commitment and objectives for data quality within all its key strategic documents such as its Corporate Plan, service and business plans and risk register and should also develop, approve and implement a comprehensive data quality strategy supporting this commitment.

#### Recommendation 2: Roles and responsibilities for data quality

The Authority should clearly assign the responsibility of data quality within all its key strategic documents and in all job descriptions of staff responsible for producing and reporting data.

### The policy framework for data quality

Data quality element	Level achieved
Policy framework	1

This review area considered the Authority's policies in relation to data quality and how they are implemented.

Whilst we noted there are procedures and guidance notes in place for example in revenue and benefits, these are not in place in other business areas such as waste management and planning.

In addition, there is no data quality policy or set of policies in place at the Authority designed to support data quality objectives. In the absence of an approved data quality policy there is a risk of inconsistent and inadequate practices for data quality across the Authority's departments.

#### Recommendation 3: Formalisation of data quality policy

The Authority should formally adopt a Data Quality Policy and all staff should be made aware of this policy. Further to this the Authority should consider providing necessary training to all staff to ensure a consistency of approach across all its departments.

## Section 4

# Audit of data quality

### Information systems and processes

Data quality element	Level achieved
Information systems and processes	2

Fundamental to the reliability of the Authority's information is the robustness of the systems which store or provide its underlying data. Our review of the Authority's management arrangements considered the robustness of its systems in place, including management's response to previously identified weaknesses, and consideration of data security and integrity. Our review also considered the systems for collating indicators and sharing information.

The Authority's IT department provide adequate support to staff using the systems which maintain data used to produce data for performance indicators.

Corporate Communication Policy and Performance team are responsible for collating and reporting performance indicators. However, during the year, due to staff shortages in the Corporate Communication Policy and Performance team, Authority's Internal Audit function has been involved in collating performance indicators and performing a high level review of performance indicators.

The Authority is committed to implement the LAMP (Local Authority Modernisation Project) which incorporates a 6 month phase of data cleansing, updating and linking of data, covering multiple data sets produced and maintained by the Authority. The LAMP project has identified that the Authority needs to undergo extensive data cleansing to its systems.

Our detailed review of the calculation of BV82 'percentage of house hold waste sent for recycling and composting' noted that the data for this indicator is recorded and calculated by the Authority on excel spreadsheets. We found that the formula used to calculate the indicator incorrectly included trade waste. The calculation of this indicator has since been corrected.

As a result we consider that adequate controls should be put in place to ensure the accuracy of input of data and calculation of indicators, especially where manual intervention is used to calculate the Authority's performance indicators.

We understand that the Authority has agreed and signed a Worcester Information Sharing Protocol to be used by departments and groups. However, currently there is no formal corporate protocol in place for internal and external data sharing. In the absence of such a protocol the Authority cannot ensure robust data quality from third parties occurs.

#### Recommendation 4: Review of PI data and systems

We recommend that the Authority extends the review process underpinning the production of performance indicators. This should be undertaken by the Corporate Communication Policy and Performance Team and should include scrutiny of the underlying data, as well as the systems used to calculate the Authority's performance indicators. The findings of reviews should then be reported to the Performance management Board to satisfy Members on the quality of data.

#### Recommendation 5: Formal protocol for data sharing

The Authority should adopt a formal corporate protocol for data sharing to emphasise the Authority's commitment to the production of high quality data both internally and to other organisations.

### People and skills

Data quality element	Level achieved
People and skills	1

The sections set out above require a range of skills for successful implementation – whether knowledge of information systems or the knowledge of processes to ensure that they are appropriately designed to deliver high-quality data. It is, therefore, important that the Authority considers the skills it needs to deliver its data quality objectives. Once these have been identified, it will be necessary for the Authority to implement training programmes and briefings in order to fully develop these skills.

## Section 4

### Audit of data quality

Whilst The Authority has recently completed an organisational structural review which has enabled The Authority to identify areas of skills weaknesses, this did not focus on reviewing specific skills and responsibilities in relation to data quality.

During the year the IT department facilitated workshops to introduce staff to the LAMP project explaining how the project will ensure clean, current and up to date data.

All staff are aware of their roles and responsibilities and these are enforced through performance appraisals every six months. Any issues in relation to data quality training if identified can be highlighted.

#### Recommendation 6: Assessment of data quality skills and provision of appropriate training

The Authority should undertake an assessment of the current level of data quality skills in the organisation, especially in light of the LAMP project, to identify service areas where further training is required.

Following this, data quality should be incorporated into the Authority's corporate training calendar and provided to all relevant staff, to ensure a consistency of approach to data quality across the Authority.

#### Using data effectively

Data quality element	Level achieved
Using data effectively	2

Performance data should be used by Members to inform decision-making and improvement. In order to facilitate this, performance information should be appropriate, timely and subject to a thorough review by senior staff before used by Members.

The Authority reports to Performance Monitoring Board and staff against a 'basket' of key 45 performance indicators on a quarterly basis. Reports are produced on an exception basis, to focus Member and senior officer attention on areas where clear action is required.

Reported data is submitted back to heads of services. The minutes of all the Board's meetings can be found on the intranet and can be accessed by staff for feedback.

The Performance Indicator co-ordinator maintains a file of indicators which includes evidence of the reports used to compile each performance indicator with background information on its compilation and explanations for variances.

The controls exercised by the Authority to confirm accuracy of indicators is focused on outputs and does not necessarily cover the accuracy of the input of data and correct application of the statutory definitions on performance indicators. Reliance is placed on the officer responsible for producing the performance indicator.

#### 4.3 Data testing

As part of our work on data quality we reviewed a number of best value performance indicators. The number reviewed was determined by our assessment of the management arrangements around data quality at the Authority.

Following our assessment of the management arrangements, three indicators were selected for review. Of these, an amendment was placed on one Indicator.

Performance Indicator	Reason for selection
<b>BV 82A</b> – recycling performance	Indicator definition changed from the prior year
<b>BV 82B</b> – composting performance	Indicator definition changed from the prior year
<b>BV 109</b> – planning speed (parts a to c)	Identified as a high risk indicator by the Audit Commission

Of the three indicators tested, The Authority amended BV82 a and b as the indicator calculation incorrectly included trade waste. The revised calculation slightly improved the performance of the indicators.

We reported our findings to the Audit Commission performance indicator team through the Audit Commission's EDC system.

## Appendix A: Summary of data quality recommendations

No.	Recommendation	Priority	Management Response
1	<p><b>Formalisation of Data Quality Strategy</b></p> <p>The Authority should demonstrate its commitment and objectives for data quality within all its key strategic documents such as its Corporate Plan, service and business plans and risk register and should also develop, approve and implement a comprehensive data quality strategy supporting this commitment.</p>	H	Agreed. Data quality strategy to be produced by the end of the financial year
2	<p><b>Roles and responsibilities for data quality</b></p> <p>The Authority should clearly assign the responsibility of data quality within all its key strategic documents and in all job descriptions of staff responsible for producing and reporting data.</p>	H	Agreed will take account of in key corporate documents. Job descriptions will be reviewed with regard to this when undertaking the annual PDR process
3	<p><b>Formalisation of data quality policy</b></p> <p>The Authority should formally adopt a Data Quality Policy and all staff should be made aware of this policy. Further to this the Authority should consider providing necessary training to all staff to ensure a consistency of approach across all its departments.</p>	H	Agreed policy to be developed by the end of the financial year. Training on strategy and policy has been included in corporate training directory.
4	<p><b>Review of PI data and systems</b></p> <p>We recommend that the Authority extends the review process underpinning the production of performance indicators. This should be undertaken by the Corporate Communication Policy and Performance Team, and should include scrutiny of the underlying data, as well as the systems used to calculate the Authority's performance indicators. The findings of reviews should then be reported to the Performance management Board to satisfy Members on the quality of data.</p>	H	Corporate Communication Policy and Performance Team will be reviewing Performance Management process. Also Internal Audit as a separate audit but will include looking at PI's as part of specific audits around service areas.
5	<p><b>Formal protocol for data sharing</b></p> <p>The Authority should adopt a formal corporate protocol for data sharing to emphasise the Authority's commitment to the production of high quality data both internally and to other organisations.</p>	M	Bromsgrove has signed up to the Worcestershire Information Sharing Standard. This was agreed a couple of years ago and is part of the working practices of the Hub Partnership. The Standard is designed to be used by departments/groups within the Authority who have a need to share data with partners. The Standard provides a toolkit to help departments/groups draw up a data sharing protocol for their particular needs. We accept that this has never been done. There is no single data sharing protocol for Bromsgrove as requirements would be different for each department. however we will seek to adopt one by September 2007.
6	<p><b>Assessment of data quality skills and provision of appropriate training</b></p> <p>The Authority should undertake an assessment of the current level of data quality skills in the organisation, especially in light of the LAMP project, to identify service areas where further training is required.</p> <p>Following this, data quality should be incorporated into the Authority's corporate training calendar and provided to all relevant staff, to ensure a consistency of approach to data quality across the Authority.</p>	M	Training has been included in the corporate training directory on the strategy and policy however departmental specific training will be addressed as part of ongoing training within the department

## Appendix B: Follow up of last years principal recommendations

No.	Recommendation	Priority	Management Responses on Progress
1	<p><b>Performance framework</b></p> <p>The Authority should incorporate benchmarking into the performance indicators to allow the Performance Management Board (PMB) to place current performance into an appropriate context.</p>	H	The Value for money action plans that are to be included in the 2007/08-2009/10 Business Plans will evidence how the service plans to benchmark its activities in both financial and performance terms. The delivery of the action plan will be monitored by the VFM advisory group together with PMB.
2	<p><b>Performance framework</b></p> <p>Whilst The Authority has a Top 45 set of performance indicators, The Authority should still consider reporting by exception i.e. reducing the number of indicators presented to the PMB to streamline the reporting process and enable the PMB to focus on poor performing areas.</p>	M	The Authority is continuing with the number of indicators that are reported. However an exception report is now presented to PMB to ensure focus on the poor performance with a clear action of how the service plans to improve the performance.
3	<p><b>e-Government</b></p> <p>The Authority must develop time bound action plans that are driven by effective project management based on realistic targets to ensure it fully delivers the e-Government agenda.</p>	H	The Authority has adopted a project management methodology and manages projects within this framework. The implementation of the Spatial Data, Internet and Infrastructure projects will all support the e-Government agenda.
4	<p><b>Council Tax Level</b></p> <p>The Authority should ensure that future calculations of The Authority Tax Level take into account the existing (and future) level of reserves, including any implications arising from the need to distribute any surplus to precepting authorities.</p>	H	Recommendation implemented for 2005/06.
5	<p><b>Treasury management</b></p> <p>Performance The Authority should produce quarterly reports that benchmark treasury management performance to ensure it is achieving best value from fund managers.</p>	H	The reports to PMB include quarterly performance of Treasury Management funds and how this is comparable with the target set. There is currently a review being undertaken of the Treasury Management Strategy.
6	<p><b>Revenue balances</b></p> <p>The Authority should calculate a risk assessed minimum level of balances required to sustain revenue expenditure. This should be based on a risk assessment of key variables and incorporate the overall objectives as specified in the Corporate Plan via the Medium Term Financial Strategy.</p>	M	This will be delivered as part of the review of the medium term financial plan for 2007/08-2009/10 for presentation to members in February 2007.
7	<p><b>Capital programme</b></p> <p>The Authority needs to re-evaluate the capital budget setting process to ensure it takes into account issues arising from earlier years and ensure that all projects are covered.</p>	M	The capital bid requests take into account all consequences of capital spend. The capital programme is to be approved in February 2007 to ensure all schemes are included in relation to future revenue implications in the Medium Term Financial Plan.

## Appendix B: Follow up of last years principal recommendations

No.	Recommendation	Priority	Management Responses on Progress
8	<p><b>Capital programme</b></p> <p>The Authority needs to ensure it has robust project management arrangements over its capital programme to ensure that all projects are delivered on time and to budget.</p>	H	The Capital programme is monitored on a monthly basis with the Heads of Service. There are clear justifications as to the delays in projects completion ( e.g. – delays in obtaining land for low-cost housing).
9	<p><b>Prudential borrowing</b></p> <p>The Authority should risk assess and carry out a cost benefit analysis of the two options available to it with regards to funding its future capital programme, for example through prudential borrowing.</p>	M	To be reviewed as part of the Capital Programme 2007/08-2009/10.
10	<p><b>Risk management</b></p> <p>The Authority should map its risk register to its corporate and operational objectives to help align future risk and performance integration.</p>	H	The Corporate and Departmental risk registers have all been prepared and are revisited on a regular basis to ensure mitigation of risks. Also Internal Audit have just taken over responsibility for risk management and have reviewed the Strategy – this will be formally considered by Cabinet in March.
11	<p><b>Internal Audit</b></p> <p>Internal Audit should establish realistic milestones and targets for the delivery of its audit plan that incorporates appropriate actions in case of slippage.</p>	H	The Audit Plan is discussed with HOS when being prepared. This ensures that the plan is realistic. There are also contingencies in the eventuality of any slippage. This is all considered on a risk basis to the Authority.
12	<p><b>Use of Resources</b></p> <p>The Authority should review the individual KLOEs and develop suitable action plans to move to the next level.</p>	H	A detailed action plan has been prepared by accountancy to identify how the Authority can move to higher levels. The VFM strategy details how the Authority will demonstrate VFM in the future.



## Appendix C: Auditor's statutory report on the Best Value Performance Plan

### **Auditor's Report to Bromsgrove District Council on its Best Value Performance Plan for the 2006/07 financial year**

#### **Certificate**

We certify that we have audited the Best Value Performance Plan of Bromsgrove District Council ("the Authority") in accordance with section 7 of the Local Government Act 1999 ("the Act") and the Audit Commission's *Code of Audit Practice*. We also had regard to supplementary guidance issued by the Audit Commission.

This report is made solely to the Authority, in accordance with section 7 of the Act. A copy of this report will be sent to the Audit Commission under 7(5)(b) of the Act in relation to our recommendation to the Audit Commission under section 7(4)(e). A copy of this report will be sent to the Secretary of State under 7(5)(c) of the Act if we include a recommendation under section 7(4)(f) that the Secretary of State should give a direction under section 15 of the Act.

Our audit work has been undertaken so that we might state to the Authority, to the Audit Commission and (where necessary) to the Secretary of State those matters we are required to state to them in such an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than (i) the Authority, for our audit work, for this report, or for the opinions we have formed, (ii) the Audit Commission, for our recommendation under section 7(4)(e) and (iii) the Secretary of State, for our recommendation (if positive) under section 7(4)(f) of the Act.

#### **Respective Responsibilities of the Authority and the Auditor**

Under the Local Government Act 1999, the Authority is required to prepare and publish a Best Value Performance Plan summarising its assessments of its performance and position in relation to its statutory duty to make arrangements to secure continuous improvement to the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

The Authority is responsible for the preparation of the Plan and for the information and assessments set out within it. The Authority is also responsible for establishing appropriate performance management and internal control systems from which the information and assessments in its Plan are derived. The form and content of the Best Value Performance Plan are prescribed in section 6 of the Act and statutory guidance issued by the Government.

As the Authority's auditors, we are required under section 7 of the Act to carry out an audit of the Best Value Performance Plan, to certify that we have done so, and:

- to report whether we believe that the Plan has been prepared and published in accordance with statutory requirements set out in section 6 of the Act and statutory guidance and, where appropriate, recommending how the Plan should be amended so as to accord with statutory requirements;
- to recommend:
  - where appropriate, procedures to be followed in relation to the Plan;
  - whether the Audit Commission should carry out a Best Value inspection of the Authority under section 10 of the Local Government Act 1999; and
  - whether the Secretary of State should give a direction under section 15 of the Local Government Act 1999.

## Appendix C: Auditor's statutory report on the Best Value Performance Plan

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### Opinion

#### *Basis of this opinion*

For the purpose of forming our opinion as to whether the Plan was prepared and published in accordance with the legislation and with regard to statutory guidance, we conducted our audit in accordance with the Audit Commission's *Code of Audit Practice*. In carrying out our audit work, we also had regard to supplementary guidance issued by the Audit Commission.

We planned and performed our work so as to obtain all the information and explanations which we considered necessary in order to provide an opinion on whether the Plan has been prepared and published in accordance with statutory requirements.

In giving our opinion, we are not required to form a view on the completeness or accuracy of the information or the realism and achievability of the assessments published by the Authority. Our work therefore comprised a review and assessment of the Plan and, where appropriate, examination on a test basis of relevant evidence, sufficient to satisfy ourselves that the Plan includes those matters prescribed in legislation and statutory guidance and that the arrangements for publishing the Plan complied with the requirements of the legislation and statutory guidance.

Where we have qualified our audit opinion on the Plan, we are required to recommend how the Plan should be amended so as to comply in all significant respects with the legislation and statutory guidance.

In our opinion, Bromsgrove District Council has prepared and published its Best Value Performance Plan in all significant respects in accordance with section 6 of the Local Government Act 1999 and statutory guidance issued by the Government.

### Recommendations on procedures followed in relation to the Plan

Where appropriate, we are required to recommend the procedures to be followed by the Authority in relation to the Plan.

For the current financial year, we have not made any such recommendations.

### Recommendations on referral to the Audit Commission/Secretary of State

We are required each year to recommend whether, on the basis of our audit work, the Audit Commission should carry out a Best Value inspection of the Authority or whether the Secretary of State should give a direction.

On the basis of our work:

- we do not recommend that the Audit Commission should carry out a Best Value inspection of Bromsgrove District Council under section 10 of the Local Government Act 1999; and
- we do not recommend that the Secretary of State should give a direction under section 15 of the Local Government Act 1999.

**Appendix D: Audit reports issued**

Report Title	Date Issued
Annual Audit and Inspection Plan 2006/07	March 2006
Annual Audit & Inspection Letter (2004/05)	March 2006
2005/06 Interim Report	July 2006
2005/06 Report to those charged with governance (ISA260)	September 2006
2005/06 Opinion on Financial Statements	September 2006
2005/06 Whole of Government Accounts – Opinion	October 2006
2005/06 External Audit Annual Report	December 2006
2005/06 Best Value Performance Plan – Opinion	December 2006
2005/06 Annual Audit & Inspection Letter	To be issued (estimated to be March 2007)

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## BROMSGROVE DISTRICT COUNCIL

7 MARCH 2007

### EXECUTIVE CABINET

#### **IMPROVEMENT PLAN EXCEPTION REPORT [DECEMBER 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 for December 2006.

#### **2. RECOMMENDATION**

- 2.1 That the Executive Cabinet considers and approves the revisions to the Improvement Plan Exception Report, and the corrective action being taken.
- 2.2 That the Executive Cabinet notes that 89.5 percent of the Improvement Plan is on target [green] 7 percent is one month behind [amber] and 3.5 percent 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 2<sup>nd</sup> August 2006.
- 3.2 The full Improvement Plan will provide background information only and will be emailed to Members of the Executive Cabinet. The Improvement Plan will also be posted onto the Council website at the address at the end of this report.

#### **4. PROGRESS IN DECEMBER 2006**

- 4.1 Overall performance as at the end of December 2006 is as follows: -

**December 2006**

**November 2006**

<b>RED</b>	<b>4</b>	<b>3.5%</b>	<b>RED</b>	<b>13</b>	<b>9%</b>
<b>AMBER</b>	<b>8</b>	<b>7.0%</b>	<b>AMBER</b>	<b>22</b>	<b>15%</b>
<b>GREEN</b>	<b>97</b>	<b>89.5%</b>	<b>GREEN</b>	<b>114</b>	<b>76%</b>

Where: -

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

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

## **5. FINANCIAL IMPLICATIONS**

- 5.1 No financial implications.

## **6 LEGAL IMPLICATIONS**

- 6.1 No Legal Implications.

## **7. CORPORATE OBJECTIVES**

- 7.1 The Improvement Plan relates to all of the Council's four objectives and ten priorities as approved on the 19<sup>th</sup> September Full Council.

## **8. RISK MANAGEMENT**

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

## **9. CUSTOMER IMPLICATIONS**

The Improvement Plan is concerned with strategic and operational issues that will affect the customer.

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

## 11 APPENDICES

Appendix 1 Improvement Plan Exception Report December 2006

## 12 BACKGROUND PAPERS:

Full Improvement Plan for December will be e- mailed to all Members of the Executive Cabinet and can be found at [www.bromsgrove.gov.uk](http://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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Tel: (01527) 881668

<b>16</b>	<b>Improved Access to Services Electronically.</b>					
<b>Ref</b>	<b>December Action</b>	<b>Colour</b>	<b>Corrective Action</b>	<b>Who</b>	<b>Original Date</b>	<b>Revised Date</b>
16.1.3	Install queue management software system		System will be installed once a final selection has been made. Dependant upon funding and the success of the business case that has been put forward as part of the Business Planning process..	DP	31 Oct 06	31 March 07

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
<b>16.1</b>	<b>Service Requests</b>														
16.1.3	Install queue management software system	DP													System will be installed once a final selection has been made. Dependant upon funding and the success of the business case that has been put forward as part of the Business Planning process..



# Exception Report for December 2006 Improvement Plan

# Appendix 1

<b>16</b>	<b>Improved Access to Services Electronically.</b>					
Ref	December Action	Colour	Corrective Action	Who	Original Date	Revised Date
16.1.4	Install large screen for customers at the Customer Service Centre .		This will be included as part of the system installation . Dependant upon 16.1.2 & 16.1	DP/ HB	31 Oct 06	31 March 07

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
<b>16.1</b>	<b>Service Requests</b>														
16.1.4	Install large screen for customers at the Customer Service Centre .	DP													Will be included as part of the system installation. Dependant upon 16.1.2 & 16.1.

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<b>16</b>	<b>Improved Access to Services Electronically.</b>					
<b>Ref</b>	<b>December Action</b>	<b>Colour</b>	<b>Corrective Action</b>	<b>Who</b>	<b>Original Date</b>	<b>Revised Date</b>
16.1.5	Improve knowledge base link in e-shop system using new council website.		Work will be carried out in partnership with the Worcestershire Hub once a system has been selected.	DP/ HB	31 Oct 06	31 March 07

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Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
<b>16.1</b>	<b>Service Requests</b>															
16.1.5	Improve knowledge base link in e-shop system using new council website.	DP														Work will be carried out in partnership with the Worcestershire Hub once a system has been selected

Note \* The 'e shop' is the software used by Customer Service Officers at the Hub. Its function is to strengthen the link between all sites and the information the Council holds of the website.

<b>17</b>	<b>Improved Access to Services Electronically.</b>					
Ref	December 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

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Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
<b>17.3</b>	<b>Letter Answering</b>															
17.3.1	Introduce letter answering guidelines	DP/HB														Guidelines will be included in the complaints handling procedure in the future. This action is linked to 15.1.3 A new completion date of 28 Feb 07 has been agreed.

<b>17</b>	<b>Improved Access to Services Electronically.</b>					
<b>Ref</b>	<b>December Action</b>	<b>Colour</b>	<b>Corrective Action</b>	<b>Who</b>	<b>Original Date</b>	<b>Revised Date</b>
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 31 March 2007 has been agreed.	DP	31 July 06	31 Mar 07

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Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
<b>17.3</b>	<b>Letter Answering</b>															
17.3.2	Introduce method of monitoring letter answering and producing statistics to support monitoring process	DP/HB														Monitoring will be undertaken as part of the complaints handling system. This action is linked to 15.1.3. A new completion date of 31 Mar 07 has been agreed.

Human resources and Organisational Development						
Improved Governance						
Ref	December 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. A review of the outstanding forms was sent to Group Leaders on 3 Jan 07 so they can take remedial action. No reported progress as at 16 Jan. Item on next Steering Group agenda on 22 Jan 07.	JP	31 Aug 06	28 Feb.07

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Human Resources and Organisational Development.														
Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
		<b>18.1</b>	<b>Improved Relations</b>											
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. A review of the outstanding forms was sent to Group Leaders on 3 Jan 07 so they can take remedial action No reported progress as at 16 Jan. Item on next Steering Group agenda on 22 Jan 07.

Human Resources and Organisational Development						
Suitably Skilled Workforce						
Ref	December Action	Colour	Corrective Action	Who	Original Date	Revised Date
19.2.3	Implement actions from staff survey from staff survey.		Completion of tasks ongoing. From 39 actions, 20 remain to be delivered. CMT will reprioritise remaining actions in Jan 07.	JP	Started July 06	30 June 07

Human Resources and organisational Development.															
Ref	Action	Lead													Corrective Action
			July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
19.2	<b>Investors in People</b>														
19.2.3	Implement actions from staff survey .	JP													From 39 actions, 20 remaining to be delivered. CMT will reprioritise in Jan 07

<b>Improved Financial Management and Improved Services.</b>						
<b>21.2 DWP Performance Standard / Performance Measures</b>						
Ref	December Action	Colour	Corrective Action	Who	Original Date	Revised Date
21.2.3	Benefits Support [training] Officer to be recruited to co-ordinate plan across the section		An outside provider is currently covering this post. It has been agreed that the post will be advertised week commencing 15.Jan 07.	JLP	31 Oct 06	31 Mar 07

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Ref.	Action	Lead	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
<b>21.2</b>	<b>DWP Performance Standard / Performance Measures</b>														
21.2.3	Benefits Support [training] Officer to be recruited to co-ordinate plan across the section														An outside provider is currently covering this post. The post will be advertised week commencing 15 Jan 07.

Improved Financial Management and Improved Services						
21.2 DWP Performance Standard / Performance Measures						
Ref	December Action	Colour	Corrective Action	Who	Original Date	Revised Date
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, but remains under the target set. Managers will continue to make additional checks with the aim to improve accuracy for the period Sept –Dec.06. Awaiting the Oct –Dec report from the DWP (due early Feb 07).	JLP	31 Oct 06	31 Jan 07

Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
<b>21.2</b>	<b>DWP Performance Standard / Performance Measures</b>														
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, but remains under the target set. Managers will continue to make additional checks with the aim to improve accuracy for the period Sept –Dec.06. Awaiting the Oct – Dec report from the DWP (due early Feb 07).



Improved Financial Management and Improved Services.						
21.2 DWP Performance Standard / Performance Measures						
Ref	December Action	Colour	Corrective Action	Who	Original Date	Revised Date
21.2.11	PM 11% of data matches resolved within two months of 86%-90%		December to date 81.60% that is currently below the DWP standard 3, but above the locally set target of 75%. Work ongoing within the team to improve continually the data matching with the aim to meet the DWP standard in 2007/08.	JLP	31 Oct 06	30 Sep.07

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Ref.	Action	Lead													Corrective Action
			July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
21.2	DWP Performance Standard / Performance Measures														
21.2.11	PM11 % of data matches resolved within two months of 86%-90%														December to date 81.60% which is currently below the DWP standard 3 but above the locally set target of 75%. Work ongoing within the team to improve continually the data matching with the aim to meet the DWP standard in 30 Sep 07.

**Improved Financial Management and Improved Services**

**21.2 DWP Performance Standard / Performance Measures**

21.2.18	<p><b>PM18 % of appeals submitted to the tribunal service within 4 weeks 60%-65%</b> 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>A number of appeals were outstanding outside the four week period . These have now been cleared ,but because the appeals were outside the deadline this has not impacted on the figures :however now the backlog has been cleared, we can expect to see an improvement in future months.</p>	JLP	31 Oct 06	31 Dec 06
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Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
21.2	<b>DWP Performance Standard / Performance Measures</b>														
21.2.18	<p><b>PM18 % of appeals submitted to the tribunal service within 4 weeks 60%-65%</b> Employed a temp to clear backlog of submissions to the tribunal service – as team now fully</p>														<p>A number of appeals were outstanding outside the four week period . These have now been cleared ,but because the appeals were outside the deadline this has not impacted on the figures :however now the backlog has been cleared, we can expect to see an improvement in future months.</p>

# Exception Report for December 2006 Improvement Plan

# Appendix 1

Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	staffed we will be able to address within target														

7

## Improved Financial Management and Improved Services

### 21.2 DWP Performance Standard / Performance Measures

Ref	December Action	Colour	Corrective Action	Who	Original Date	Revised Date
21.2.19	PM19 % of appeals submitted to the tribunal service within 3 months 90%-95%		A number of appeals were outstanding outside the three month period. These have now been cleared, but because the appeals were outside the deadline this has not impacted on the figures: however now the backlog has been cleared, we can expect to see an improvement in future months.	JLP	31 Oct 06	31 Dec 06

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Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
21.2	DWP Performance Standard / Performance Measures														
21.2.19	PM19 % of appeals submitted to the tribunal service within 3 months 90%-95%														A number of appeals were outstanding outside the three month period. These have now been cleared, but because the appeals were outside the deadline

## Exception Report for December 2006 Improvement Plan

## Appendix 1

Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
															this has not impacted on the figures: however now the backlog has been cleared, we can expect to see an improvement in future months.

## BROMSGROVE DISTRICT COUNCIL

### EXECUTIVE CABINET

7<sup>TH</sup> MARCH 2007

#### INTEGRATED PERFORMANCE AND FINANCIAL MONITORING REPORT 3<sup>RD</sup> QUARTER 2006/07

Responsible Portfolio Holder	Councillor Margaret Taylor
Responsible Head of Service	Hugh Bennett -Assistant Chief Executive Jayne Pickering - Head of Financial Services

#### 1. SUMMARY

- 1.1 This report is a development of the previous integrated finance and performance reports and aims to link objectives with service delivery and to report on the following:
- 1.1.1 the 3rd quarter results across a range of performance indicators that relate to service delivery and corporate priorities so that Members can easily identify how different areas of performance contribute to our overall strategy and
- 1.1.2 The interrelationship between our financial position in relation to both revenue and capital expenditure and operational performance and any associated action/improvement plans that may be required.

#### 2 RECOMMENDATIONS

- 2.1 It is recommended that:
- 2.1 Members note that 52% of indicators are improving or stable as at 31 December 2006 (68% if we take out those indicators that cannot be reported on). This is a small increase on last month's figures and is the same as at quarter 2.
- 2.2 Members note that 47% of indicators are achieving their targets at December 2006 (61% if we take out those indicators that cannot be reported on), an improvement of 2 percentage points over November and a considerable improvement over the figure of 39% at quarter 2.
- 2.3 Members note that 70% of indicators are projected to out-turn on or above target at the year-end (75% if we take out those indicators that cannot be reported on), compared to 59% in November. This particular analysis was only introduced in October 2006, so comparison to quarter 2 is not possible.

- 2.4 Members note that the projected outturn position in relation to other authorities (by comparing projected outturn to the quartile positions) is a significant improvement over last year. There is a 22% reduction in the number of indicators in the bottom two quartiles.
- 2.5 Members note the potential areas for concern set out in 4.7 and considers the corrective action being taken
- 2.6 the revenue financial underspend from April – December 2006 to budget of £331k be noted
- 2.7 the predicted revenue financial overspend of £65k be noted and Members to request Heads of Service to reduce the overspends where appropriate
- 2.8 the use of General Fund Revenue Balances and earmarked reserves be noted
- 2.9 The capital underspend of £1.098m against the Profiled Capital Budget to December 2006 be noted together with the progress made on capital schemes.

### 3 **BACKGROUND**

- 3.1 The key priorities for 2006/07 were used as the focus for the business and financial planning for this year. The current performance indicators and financial resources have been aligned to the delivery of these priorities. The monitoring of the improvements and achievements of the performance and finances contained within this report link with the priorities of:

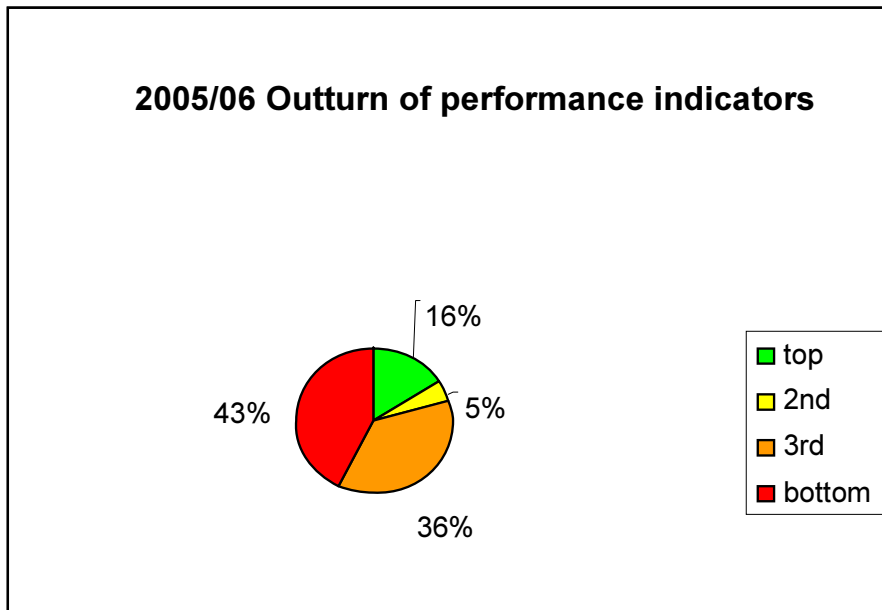
- Healthy, caring and socially aware communities
- Clean, safe and attractive environment
- Protect and improve our environment and promote sustainable communities
- Foster and sustain a strong and expanding economy
- Provide sustainable culture and leisure opportunities
- To be an efficient and effective Council

### 4. **PERFORMANCE SUMMARY**

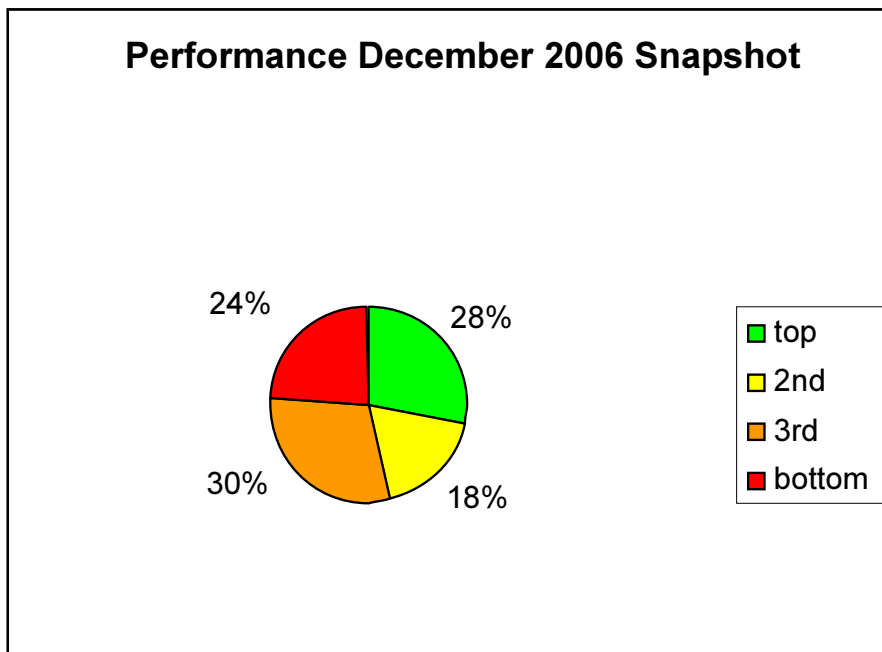
- 4.1 Appendix 1-8 contains the details for each service area delivered and the achievement of both performance and financial targets. Appendix 9 shows the monthly performance figures for each PI. In summary it can be seen that the monthly performance position is not significantly changed over November, with 57 PI's Improving or Stable (same as November) and 51 (52 in November) on target for the month. Five more PI's are declining (27 in total) compared to last month and 5 more (19) missed their monthly target by more than 10%. The number of PI's which can be reported on has increased by 5

- 4.2 Thirteen of the PI's (15%) have continued to improve in December having already improved in November. In addition 14 PI's have moved from a worsening position in November to an improving position in December.
- 4.3 Examples of considerable or continued improvement over the quarter include :-
- Improved performance on processing of planning applications has been maintained (BV 109)
  - Time taken to process benefit claims performance in the month has improved from 34 days in September to 22 days in December.
  - Recycling figures remain high, although a seasonal drop is coming into effect, and performance is well above the median figure for District Councils.BV82ai & BV82bi).
  - Performance on dealing with abandoned vehicles remains high and is above the median for District Councils (BV218).
  - There were 6 new business start ups during December, making a total of 31 already for the year, which already exceeds the annual target of 25 (Local Indicator).
  - Missed waste collections for household and recycle collections have improved; the figures dropping from 111 in September to 91 in December for household and from 41 to 32 for recycle collections.
  - The percentage of invoices paid on time has risen from 93.47% in September to 98.85% in December (BV8).
  - Average speed of answering telephones in the Customer Contact centre has improved from 35 seconds in September to 25 seconds in December. At the same time the percentage of calls answered has improved from 75% to 87%.
- 4.4 Performance is now considerably improved over the position at the end of last financial year and the Councils performance now compares much more favourably when compared to all other District councils. The following charts show the proportion of our BVPI's in each of the four quartiles of all Districts Performance. The first shows the proportions as at the end of March 2006, the second shows the proportions using the December performance figures and the third shows the expected position as at March 2007. This shows a significant reduction in the proportion of PI's in the bottom quartile with a corresponding move into the second quartile. In particular the December snapshot shows that more than a quarter of our PI's are now performing in the top quartile and less than a quarter are in the bottom quartile. Thus the Council is now performing around the average for all Districts. Councils in the "Fair" CPA category will have a similar performance profile.

**Chart 1**

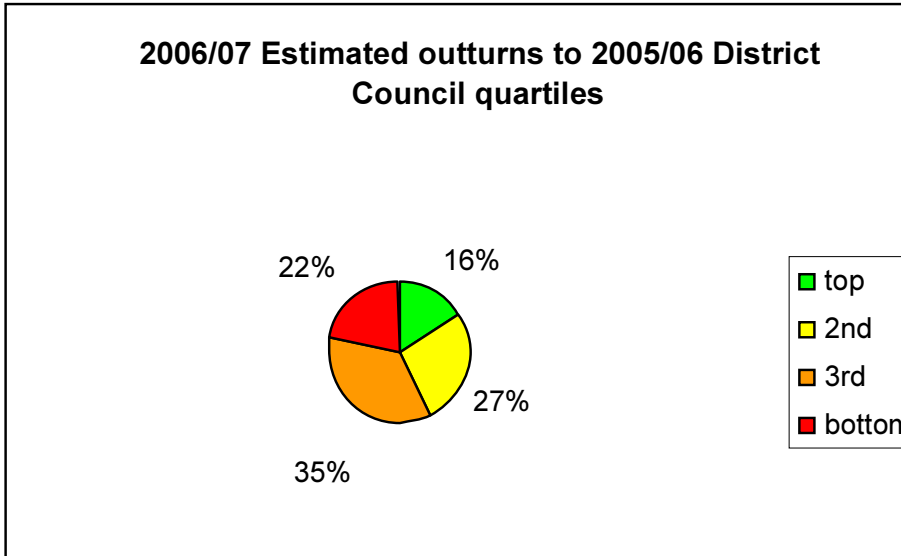


**Chart 2**





**Chart 3**



4.5 Heads of Service will be setting out their targets for performance indicators for the coming three years in their Business Plans. The expectation has been set that wherever possible targets should be above the median figure for District Councils. Achieving performance below the median is not necessarily a problem, as that might relate to areas of service that have been deemed to be not a priority. It is important that portfolio holders' sign off the Business Plans with Heads of Service and that they pay particular attention to targets which in appendix 5 of the Business Plans, which will be available in early February.

4.6 **December exceptions** - There are six indicators that have continued to worsen their performance in December, following a decline in November. In addition thirteen PI's have moved from improving to worsening during the month and six have moved from green to red in one month. However it should be noted that this could arise because of only a small change in performance and thus might not be a cause for concern. In addition fifteen PI's are currently projected to miss their target at the year end by more than 10%.

4.7 Full details of all of these indicators can be found in the appendices, but a list of exceptions is shown below. PI's will be shown on these lists if they meet the criteria that they are either worsening for a second successive period or they are forecast to miss target by more than 10% at the year end.

PI's continuing to worsen in performance		
PI Ref	PI Description	Explanation and/or corrective action
BV109c	Percentage of other planning applications determined in 8 weeks	85% for the month. 77 out of 91.

BV82bi	Percentage of household waste that has been composted	Monthly total only 7.41% of green waste now green service is suspended - still awaiting bring bank tonnages
BV126	Number of domestic burglaries per '000 households	Performance and next years targets being discussed with police
BV128	Number of vehicle crimes per '000 population	Performance and next years targets being discussed with police
LPI Sports services	Dolphin Centre usage	Actual usages well ahead of monthly target due to a variety of promotions and events in what is the quietest month of the year.
LPI Sports services	Woodrush Sports centre usage	Cumulative performance ahead of target and on course to achieve annual target. Monthly trend down due to reduced Xmas hours and school holidays. Actual monthly usage ahead of monthly target

<b>PI's predicted to miss year end target by more than 10%</b>		
<b>PI Ref</b>	<b>PI Description</b>	<b>Explanation and/or corrective action</b>
BV205	BV205 Percentage score against the quality of planning services checklist	No change possible until spatial project implemented.
BV214	BV214 Percentage of homeless households who suffer homelessness within 2 years	Figures adjusted on receipt of new figures from BDHT and are due to be discussed at the quarterly liaison meeting with them.
BV76b	BV76b Number of fraud investigators per 1,000 caseload	The post has been advertised - expectation for postholder to be appointed with start date April 07.
BV76d	BV76d Number of prosecutions and sanctions per 1,000 caseload	Slightly below target - cases awaiting outcome, most in court process on adjournment or warrants issued.
BV82aii	BV82aii Tonnage of household waste recycled	Slight decrease in recycling performance due to Christmas period - residents tend not to sort waste - still awaiting bring bank tonnages
BV82bii	BV82bii Tonnage of household waste composted	pervious tonnage collected during year is still keeping Cumulative total up on target for this month
BV170c	BV170c Number of pupils visiting museums and galleries in organised school groups	4 school group visits during month.
LPI Depot	- number of written complaints	Increase in number of complaints due to Xmas collection changes and green collections being stopped.

LPI transport services	% response to excess charge appeals in 10 days	Annual outturn reflects the poor performance earlier in the year but targets are now being met in most months so outturn should improve by end of year. The dip in performance this month is due to absence of two members of staff over the Christmas period; which resulted in a short period when responses were not processed within timescale
BV11b	BV11b Percentage of top 5% of earners with a disability	The Council is working with TMP on its branding for recruitment to improve contact with all potential applicants
BV12	BV12 Average number of working days lost due to sickness	December figure shows a small improvement over November. The new sickness absence policy is now in place and all staff will have a return to work interview after a period of sickness.
BV156	BV156 Percentage of Authority's buildings public areas that are suitable and accessible to the disabled	Capital bid of £0.3m subject to approval by Cabinet on 21st February and Council on 27th February 2007
LPI CSC	LPI CSC Telephone service factor	TSF continues to show improvement and performance is increased by 16% on previous month. The trend is supported by overall falling call volumes, less working days and a reduction in staff sickness during this month
LPI CSC	LPI CSC Telephone service level	Since changing calculation methodology last month the positive improvement trend continues with an improvement of 6% compared to last month. Please note the average achieved across all hub partners this month is 49% indicating all are not reaching a very high target
LPI CSC	Percentage of calls answered	Tend of improvement continues this month and shows an 18% increase over last month. This is supported by the CSC being in a position to allocate more staffing resource at the incoming switchboard calls because of reduced face to face customer business at this time of year.

## 5 FINANCIAL PERFORMANCE - REVENUE

5.1 The Council approved a revenue service budget of £15.938m on 1<sup>st</sup> March 2006 including contributions to earmarked reserves. Approvals for transfer from balances in respect of the improvement plan and members expenses have been included in the revised budget as detailed at Table 1. The underspend to December within Service Areas is £6k and together with additional investment income of £326k gives a net underspend of £332k. The projected year end position is that there will be a total overspend of £65k. This overspend will have to be met from balances (see 8.1)

**TABLE 1**

<b>Service Area</b>	<b>Revised Budget 2006/07 £'000</b>	<b>Profiled Budget 2006/07 April-Dec £'000</b>	<b>Revised Actual 2006/07 April-Dec £'000</b>	<b>Variance 2006/07 April-Dec £'000</b>	<b>Projected Outturn 2006/07 £'000</b>	<b>Projected Variance 2006/07 £'000</b>
Corporate Services	1,253	883	847	-35	1,195	-58
Culture & Community	3,001	2,146	2,168	22	3,042	41
E-Government & Customer Services	56	4	3	-1	59	3
Financial Service	1,763	1,382	1,425	43	1,783	20
Legal & Democratic Services	851	606	542	-64	857	6
Human Resources & OD	35	-18	-83	-65	4	-31
Planning & Environment Services	4,453	3,326	3,045	-281	4,329	-124
Street Scene & Waste Management	4,913	3,668	4,044	376	5,454	541
<b>TOTAL SERVICES</b>	<b>16,326</b>	<b>11,996</b>	<b>11,991</b>	<b>-5</b>	<b>16,723</b>	<b>398</b>
Less:						
Asset Management	-4,194	-2,796	-2,796	0	-4,194	0
Investment Income	-765	-612	-938	-326	-1,098	-333
<b>Amount to be met from Government Grants &amp; Local Taxpayers</b>	<b>11,367</b>	<b>8,588</b>	<b>8,257</b>	<b>-331</b>	<b>11,431</b>	<b>65</b>

5.2 Appendices 1-8 show the details of the services with the performance and the current financial position together with the estimated outturn for 2006/07.

- 5.3 Budget Holders meet on a monthly basis with their accountants to discuss financial performance and to highlight areas of concern and where relevant prepare action plans to bring expenditure in line with the approved budget.
- 5.4 In summary the major projected overspends for 2006/07 are due to;
- 5.4.1 Shortfalls on income generated from the leisure centre due to poor attendance for health and fitness activities. The current shortfall is £58k. The shortfall is significantly improved on the previous quarter due to increased marketing and promotion activity across the service, programme revision at sports centre's, increased delivery with in sport development and ensuring expenditure is minimized. The profiling of the year to date budget for income has also been reviewed to ensure seasonal variations are included. The poor income generation to budget has been included as a budget pressure in the Medium Term Financial Plan review 2007/08-2009/10.
- 5.4.2 An overspend of £67k in respect of gas and electric charges at the Council Offices, Dolphin Centre and Depot. The utility budget was increased by 10% however the actual charges are significantly higher than that estimated. This has been included as a budget pressure in the Medium Term Financial Plan review 2007/08-2009/10.
- 5.4.3 A significant shortfall on projected income for building regulation fees, planning applications and land charges for the third quarter (£115k). This is due to the planning moratorium and the slight decrease in the housing market during this year. It is anticipated that this trend will continue during 2006/07 as will result in a cumulative reduction in income generated of over £200k. It is anticipated that the current underspends will offset the impact of the shortfall in income for 2006/07. The income shortfall has been included as a budget pressure in the Medium Term Financial Plan review 2007/08-2009/10.
- 5.4.4 A shortfall in the income generated from car parking charges in the district. The budget was set using an average increase per ticket however the actual ticket sales has not resulted in the budgeted increase resulting in a total shortfall of approximately £200k. This has been included as a budget pressure in the Medium Term Financial Plan review 2007/08-2009/10.
- 5.4.5 Refuse collection has a current overspend of £177k and projected overspend for the year of £277k. This is due to overspendings on fuel (anticipated overspend to year end of £100k but prices are currently volatile), hire costs of trade waste and recycling vehicles and increased running costs of the fleet. There have been extra tipping costs of £35k associated with the Faun vehicles that officers are currently trying to recover through negotiation with the company. The pressures within Street Scene and waste management have been addressed as part of the review of the medium term financial plan.
- 5.5 Further details on the financial position and commentary for each service can be found in Appendices 1-8

## 6 FINANCIAL PERFORMANCE – CAPITAL

- 6.1 Council approved the original Capital Programme for 2006/07 of £5.726 million.
- 6.2 After adding the approved budget carry forwards and the approved changes to the original Capital Programme the Revised Capital Budget for 2006/07 now totals £7.957 million for capital monitoring purposes, and at December 2006 there is an underspend of £1.098m, and a projected year end underspend of £4.209m
- 6.3 Table 2 shows the summary position on the Capital Programme for the Council.

**TABLE 2**

<b>CAPITAL PROGRAMME</b>	<b>Revised Budget 2006/07</b>	<b>Profiled Budget 2006/07 April-Dec</b>	<b>Revised Actual 2006/07 April-Dec</b>	<b>Variance 2006/07 April-Dec</b>	<b>Projected Outturn 2006/07</b>	<b>Projected Variance 2006/07</b>
<b>Service Area</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Culture & Community	2,824	1,068	617	-451	813	-2,011
E-Government & Customer Services	1,528	689	461	-228	837	-691
Financial Service	197	56	24	-32	159	-38
Legal & Democratic Services	97	66	84	18	121	24
Human Resources & Organisational Development	30	0	0	0	30	0
Planning & Environment Services	1,935	819	409	-410	960	-975
Street Scene & Waste Management	1,346	493	498	5	828	-518
<b>TOTAL SERVICES</b>	<b>7,957</b>	<b>3,191</b>	<b>2,093</b>	<b>-1,098</b>	<b>3,748</b>	<b>-4,209</b>

- 6.4 Further details of capital programme position for each Service Area can be found at appendices 1 – 8.  
The main reasons for the underspend to budget is:
- 6.4.1 Dolphin Centre Phase II – Health & Fitness Suite (£1.192 million) has not been undertaken due to reviews being carried out into the delivery of services within the Culture and Community Service Area.

- 6.4.2 A number of play area schemes to be funded by S106 resources have been delayed due to the award of the Play Framework contract which has taken longer than originally anticipated.
- 6.4.3 The Spatial IT project has commenced, however because of the late start in the financial year a proportion of the funding will not be spent by the end of 2006/07 (£325k).
- 6.4.4 The scheme to replace the Academy Revenues & Benefits IT System (£400k) will not proceed because of the developments related to Shared Services for Revenues within Worcestershire. The contract has been extended for a further year to enable alternative methods of service delivery to be assessed.
- 6.4.5 The timescale in purchasing new vehicles has impacted on the ability to spend the capital funds within 2006/07 and there is an anticipated underspend to the year end of £519k in relation to the Street Scene and Waste Management projects.

## **7.0 TREASURY MANAGEMENT**

### **7.1 Investment Interest**

- 7.1.1 For the nine month period to December 2006 the Council received net investment income amounting to £938k against predicted year to date receipts of £612k. This income is a combination of interest earned on in-house managed funds (cash currently surplus to cash flow requirements that is placed on short-term deposit) and the investment income arising on the externally managed funds (Invesco and HSBC fund managers). The increased interest has arisen due to slippage on the capital programme which has made additional surplus cash available for deposit in the first half of the year.
- 7.1.2 The revised projection for 2006/07 investment income is £1,098k against a full year budget of £765k. The latter part of the year will see an increased cash requirement when monies are expended on the capital programme. However the reduced cash available is expected to benefit from higher returns following the recent base rate increases.
- 7.1.3 Details on the individual fund managers' performance is detailed below.

### **7.2 INVESCO**

#### **7.2.1 Investment Objectives**

To optimise returns commensurate with the containment of risk and to achieve a target return of 110% of the benchmark, net of fees, over a 3 year rolling period.

#### **7.2.2 Portfolio Performance**

At 1 April 2006 the Council's investment was valued at £14.3 million. In the nine month period to December the investment earned income amounting to £447k and the Council withdrew funds totalling £2.0million.

Management fees applied to the portfolio for the period totalled £19k. The market value of the funds invested with Invesco was £12.74million as at 31 December 2006.

### **7.3 HSBC**

#### **7.3.1 Investment Objectives/Level of Risk**

The investment objective is set out in the Client Agreement with HSBC with a portfolio mandate of short maturity with a medium level of risk.

#### **7.3.2 Portfolio Performance**

At 1 April 2006 the Council's investment was valued at £10.1 million. In the nine month period to December the investment earned income amounting to £355k. Management fees applied to the portfolio for the period totalled £38k. The market value of the funds invested with HSBC was £10.36 million as at 31 December 2006.

## **8 USE OF GENERAL FUND BALANCES AND EARMARKED RESERVES**

8.1 The Council had Revenue balances of £2.282m as at 31<sup>st</sup> March 2006. Within the Medium Term Financial Plan 2006/07-2008/09 it has already been approved that £334k and £500k of balances will be used in 2006/07 and 2007/08 respectively. Further approvals of £350k in respect of the Improvement Plan and £38k for member's expenses will be funded from balances in 2006/07. This would further reduce the balances to £1.560m at 31<sup>st</sup> March 2007. The effect of the projected overspend in 2006/07 of £65k together with funding of projects carried forward from 2005/06 totalling £61k reduces the available balance as at 31<sup>st</sup> March 2007 to £1.434m.

8.2 The balance of the Planning Delivery Grant was £276k at 31<sup>st</sup> March 2006. It is anticipated that £123k will be utilised during 2006/07 to fund approved posts within the department. To date £121k has been received. The balance to carry forward will therefore equate to £274k.

## **9 FINANCIAL IMPLICATIONS**

9.1 None other than those included in the report.

## **10. LEGAL IMPLICATIONS**

10.1 No legal implications to the report

## **11. CORPORATE OBJECTIVES**

11.1 The integration of financial and performance management is a key area within the improvement of the Council and the focus on the delivery of quality services to the customer.

## **12. RISK MANAGEMENT**

12.1 The overspends have been mitigated as much as possible by positive actions within departments. The actions to improve performance are detailed to ensure managers remain focused on the key areas to improve.



**13. CUSTOMER IMPLICATIONS**

- 13.1 The improvements to performance have a direct impact on the customer as they demonstrate that the Council is achieving the targets set. The overspends to service will be contained within existing resources and will not impact on the customer

**14. OTHER IMPLICATIONS**

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

**15. OTHERS CONSULTED ON THE REPORT**

Please include the following table and indicate 'Yes' or 'No' as appropriate. Delete the words in italics.

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

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**16. APPENDICES**

Appendix 1 - 8 Financial and performance management information –  
Service Areas.

Appendix 9 – detailed monthly performance statistics

**17. BACKGROUND PAPERS**

Monitoring statements April- Dec  
Performance Management information

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Corporate Services

APPENDIX 1

Performance Indicators Period 9 (December) 2006/07

Ref	Description	HoS	2005/06		Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median							Target	Est. Outturn	Est. Outturn Quartile	
LPI Corporate	% of full responses sent within 10 days	HB	66.26	n/a	n/a	n/a	75.00%	79.90%	I	75.00	78.34	W	75.00	78.00%		Monthly figure continues to be well above target, although marginally down on last month. Estimated outturn revised up to 78% (from 73%), so now expected to exceed target

## Corporate Services

Revenue Budget	Approved Budget	Profiled Budget April-Dec	Revised Actual April-Dec	Variance April-Dec
Corporate Services	2006/07	2006/07	2006/07	2006/07
	£'000	£'000	£'000	£'000
Corporate Projects	100	0	0	0
Policy & Performance	287	195	175	-20
Corporate Management	866	688	672	-16
<b>TOTAL SERVICE</b>	<b>1,253</b>	<b>883</b>	<b>847</b>	<b>-36</b>

Projected Outturn	Projected Variance
2006/07	2006/07
£'000	£'000
100	0
285	-2
810	-57
<b>1,195</b>	<b>-58</b>

**Notes on Revenue Financial Performance****Corporate projects** – Nil Variance

The budget is for two projects (Town Centre regeneration and the Longbridge site). Whilst no expenditure has been charged in the current year it is expected that the budget will be required in full, either this year or as a budget carry forward to 2007/08.

**Policy & performance** – The year end projection is on budget for this area with current performance broadly in line with expectations.

**Corporate Management** Underspend £15k

This budget area includes a proportion (£250k) of the improvement plan budget due to be funded by balances. This element is currently projecting an underspend of £95k, however this is offset by an expected charge to revenue of £30k in relation to costs over and above those provided in 2005/06 accounts in connection with an employee tribunal case.

**Notes on Capital Financial Performance**

There are no Capital Budgets for Corporate Services in 2006/07

Culture & Community Services

Performance Indicators Period 9 (December) 2006/07

APPENDIX 2

Ref	Description	HoS	2005/06		Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median							Target	Est. Outturn	Est. Outturn Quartile	
BV226a	The total amount spent on advice and guidance provided by external organisations	RH	333,715	n/a	n/a	n/a	n/a	n/a	n/a	269233.00	n/a	n/a	338,225	338000	n/a	Amount spent by BDC on advice/guidance provided by external organisations. Figure is for the current year spend to date & includes services funded through government grants.
BV226b	The percentage of the money spent, given to organisation holding the CLS Quality Mark	RH	34.00	n/a	n/a	n/a	n/a	n/a	n/a	42.50	I	34.00	34	n/a	% of total amount spent by BDC on advice/guidance services that was given to external organisations holding the CLS quality mark. Figure is for current year spend to date & includes services funded through Gov't grants etc.	
BV170a	The number of visits/usage of museums & galleries per 1,000 population	RH	21.24	4	H	312.00	14.6	20.8	W	17.50	24.20	I	25	26	4	December figures uplifted by charity event pre xmas and 4 school group visits.
BV170b	The number of visits in person to museums & galleries per 1,000 population	RH	12.93	4	H	178.00	10.3	18.6	W	12.00	21.80	I	16	23	4	See above
BV170c	The number of pupils visiting museums & galleries in organised school groups	RH	474.00	3	H	1279.00	400	275	I	450.00	390.00	I	600	500	3	4 school group visits during month.
BV126	The number of domestic burglaries per 1,000 households	RH	8.86	3	L	7.40	6.50	6.50	W	6.92	7.74	W	12.45	12.45	4	On target to deliver annual Outturn - Monthly Actual <b>45</b>
BV127a	The number of violent crimes per 1,000 population	RH	14.25	2	L	14.50	8.07	8.48	I	9.07	9.39	W	13.11	13.11	2	On target to deliver annual Outturn - Monthly Actual <b>82</b>
BV127b	The number of robberies per 1,000 population	RH	0.44	3	L	0.30	0.30	0.38	S	0.30	0.48	W	0.63	0.63	3	On target to deliver annual Outturn - Monthly Actual <b>8</b>
BV128	The number of vehicle crimes per 1,000 population	RH	9.71	3	L	8.30	6.73	7.42	W	7.58	8.39	W	10.17	10.17	3	Monthly profiling predicts Outturn of 11.18. BDC concerns for continued poor trend raised with CDRP. CDRP Tasking running Vulnerable Vehicle Campaign Sat Navs main problem - Monthly Actual <b>87</b>
BV225	The percentage score against a checklist for actions against domestic violence	RH	68.00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	78.00	78.00	n/a	
LPI Community Services	Number of attendances at arts events	RH	22,840	n/a	n/a	n/a	16,440	17,585	I	16,670	17,820	W	17,640	18,500	n/a	Original full year target now achieved - on course to deliver revised outturn. Month on month trend down due to Xmas lights events boosting November data.
LPI Sports Services	Dolphin Centre Usage	RH	458,197	n/a	n/a	n/a	335,285	336,533	W	351,291	357,201	W	474,045	474,045	n/a	Actual usages well ahead of monthly target due to a variety of promotions and events in what is the quietest month of the year.
LPI Sports Services	Haybridge Sport Centre Usage	RH	139,229	n/a	n/a	n/a	93,489	111,041	I	103,394	121,186	W	135,369	145,000	n/a	Cumulative performance ahead of plan and on course to achieve increased outturn declared. Monthly trend down due to reduced Xmas hours and school holidays. Actual monthly usage above monthly target.

Ref	Description	HoS	2005/06		Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median							Target	Est. Outturn	Est. Outturn Quartile	
LPI Sports Services	Woodrush Sports Centre Usage	RH	153,160	n/a	n/a	n/a	103,451	103,823	W	115,412	116,414	W	155,106	155,106	n/a	Cumulative performance ahead of target and on course to achieve annual target. Monthly trend down due to reduced Xmas hours and school holidays. Actual monthly usage ahead of monthly target.
LPI Community Safety	Respond to emergency calls in 30 secs (percentage)	RH	n/a	n/a	n/a	n/a	80.00%	97.26%	S	80.00	97.35	I	80.00	90.00	n/a	Annual Outturn predicted to be well ahead of Target. Marginal monthly increase
LPI Community Safety	Respond to emergency calls in 1 minute (percentage)	RH	n/a	n/a	n/a	n/a	98.50%	98.78%	W	98.50	98.86	I	99.00	99.00	n/a	Annual Outturn predicted to be on Target. Marginal monthly increase
LPI Community Safety	Lifeline equipment installed within 5 days (percentage)	RH	96.00	n/a	n/a	n/a	95%	100%	S	95.00	100.00	S	95.00	95.00	n/a	Annual Outturn predicted to be ahead of Target. High performance maintained
LPI Community Safety	Urgent Lifeline equipment installed in 24 hours (percentage)	RH	100.00	n/a	n/a	n/a	100%	100%	S	100.00	100.00	S	100.00	100.00	n/a	Annual Outturn predicted to be ahead of Target. High performance maintained

Culture & Community Services

Revenue Budget	Approved Budget	Profiled Budget April-December 2006/07	Revised Actual April-December 2006/07	Variance April-December 2006/07
Culture & Community Services	2006/07	2006/07	2006/07	2006/07
	£'000	£'000	£'000	£'000
Arts Services	315	210	241	31
Cemeteries	19	-1	-5	-5
Community Safety	627	474	505	31
Culture & Community Services Management	-55	-41	-65	-24
Museums and TIC	142	109	101	-8
Parks & Open Spaces	417	275	305	29
Spadesbourne Suite General	87	49	50	2
Sport & Recreation General	350	259	256	-3
Sports Centres	1,101	812	781	-31
<b>TOTAL SERVICE</b>	<b>3,001</b>	<b>2,146</b>	<b>2,168</b>	<b>22</b>

Projected Outturn	Projected Variance
2006/07	2006/07
£'000	£'000
339	25
19	-0
693	66
-77	-22
135	-7
447	30
88	1
335	-15
1,064	-37
<b>3,042</b>	<b>41</b>

Notes on Revenue Financial Performance

The current overspend of £22k reflects a combination of

- Vacancies within the department to an under spend of (106K)
- Underspend on life line contracts (17K) and Grounds Maintenance (13K)
- Increased income in Parks following a review of outstanding sundry debtors and annual football pitch payments

**Culture & Community Services**

- Shortfall of income generation at leisure centre's relates to poor attendances for Health & Fitness activities. The current income short fall is 58K and has been addressed as part of the 2007/08 Medium Term Financial Plan.
- An overspend of £54k on Community Safety is due to the revision of grant funding compared to the budget. This has been identified as a budget pressure within the 2007/08 Medium Term Financial Plan
- The projected outturn overspend of £41k shows a significant improvement on the estimated outturn from quarter 2. This is due to increased marketing and promotion activity across the service, programme revision at sports centre's, increased delivery with in sport development and ensuring expenditure is minimized. There has also been a review of the budget profiling to ensure the budget management is more robust.

<b>Capital Budget</b>	<b>Revised Capital Budget</b>	<b>Profiled Budget</b>	<b>Expenditure to Date</b>	<b>Variance</b>
<b>Culture &amp; Community Services</b>	<b>2006/07</b>	<b>April-December 2006/07</b>	<b>April-December 2006/07</b>	<b>April-December 2006/07</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Restoration of Memorial Headstones	26	10	0	-10
Play Area, Pitches and Sports facilities	972	621	258	-363
Dolphin Centre	1,247	22	25	3
Liveability Grant Funded Schemes	418	283	214	-69
Community Safety Schemes	161	132	120	-12
<b>Total</b>	<b>2,824</b>	<b>1,068</b>	<b>617</b>	<b>-451</b>

**Notes on Capital Financial Performance**

The current underspend of £451k is mainly due to

Play area schemes underspend to date £162k. Commencement of the scheme is pending the award of the Play Framework contract which falls under the European procurement regulation.

Contribution towards new sports facilities at Hunters Hill School underspend £130k. The new facilities were delay due to design issues with the old building. These have now been resolved and the building is due for completion in January 2007.

The projected outturn variance of £2,011k is mainly due to underspend on play areas as outlined above (£404k) and underspend on the Dolphin Phase II project (£1,192k)



E-Government & Customer Services

APPENDIX 3

Performance Indicators Period 9 (December) 2006/07

Ref	Description	HoS	2005/06		Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median							Target	Est. Outturn	Est. Outturn Quartile	
LPI IT Services	% of helpdesk call closed within timescales	DP	84.95	n/a	n/a	n/a	82.50%	62.91%	W	82.50	64.85	I	82.50	82.50	n/a	During December the overall trend was an improvement on last month and we still remain on target to achieve the full year target of 82.50%. ICT support team during December were still operating at minimum levels (3 staff short). Interviews held in Decemb
CSC	Monthly Call Volumes Customer Contact Centre	DP	n/a	n/a	n/a	n/a	activity measure no target set	6,548	n/a	activity measure no target set	5,998	n/a	activity measure no target set	n/a	n/a	Calls to CSC have fallen by 8% compared to last month.. Variance smaller than would be expected at this time of year with volume maintained by high call volume in relation to waste collection queries
CSC	Monthly Call Volume Council Switchboard	DP	n/a	n/a	n/a	n/a	activity measure no target set	7,841	n/a	activity measure no target set	5,761	n/a	activity measure no target set	n/a	n/a	Calls to switchboard show a 26% drop compared to last month and would be expected at this time of year
CSC	Resolution at First Point of Contact all services	DP	n/a	n/a	n/a	n/a	80%	86%	I	80.00	82.00	W	80.00	80.00	n/a	The % of calls resolved at First Point of contact remain above target although slightly down by 4% compared to last month. This is felt to be associated with the high volume of Waste Management calls received that could not all be closed at First Point of Contact
CSC	Resolution at First Point of Contact Telephone	DP	n/a	n/a	n/a	n/a	80%	85%	I	80.00	80.00	W	80.00	80.00	n/a	% of calls resolved at first point of contact remain on target for services requested by telephone. The performance has dropped slightly compared to last month and is felt to be associated with the high volume of calls received associated with Waste Management queries
CSC	Resolution at First Point of Contact Face to Face	DP	n/a	n/a	n/a	n/a	80%	92%	S	80.00	90.00	W	80.00	80.00	n/a	Performance is 12% above target although marginally down by 2% compared to last month but is consistent with face to face service delivery
CSC	Customer Satisfaction Rating	DP	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
CSC	Telephone Service Factor (monthly target)	DP	n/a	n/a	n/a	n/a	80%	63%	W	80.00	73.00	I	80.00	70.00	n/a	TSF continues to show improvement and performance is increased by 16% on previous month. The trend is supported by overall falling call volumes, less working days and a reduction in staff sickness during this month
CSC	Telephone Service Level (% of days in month TSF met)	DP	n/a	n/a	n/a	n/a	90%	19%	I	90.00	25.00	I	90.00	60.00	n/a	Since changing calculation methodology last month the positive improvement trend continues with an improvement of 6% compared to last month. Please note the average achieved across all hub partners this month is 49% indicating all are not reaching a very high target
CSC	Average Speed of Answer	DP	n/a	n/a	n/a	n/a	15 secs	25 secs	I	15.00	25.00	S	15 secs	17 secs	n/a	Average speed of answer remains unchanged compared to last month

Ref	Description	2005/06			Quartile Data	
		HoS	Actuals	Quartile	Higher or lower	Median
CSC	% of Calls Answered	DP	n/a	n/a	n/a	n/a

Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend
95%	74%	<b>W</b>	95.00	87.00	<b>I</b>

2006/07 Target	2006/07 Est. Outturn	2006/07 Est. Outturn Quartile	Comments
95.00	<b>85.00</b>	n/a	Tend of improvement continues this month and shows an 18% increase over last month. This is supported by the CSC being in a position to allocate more staffing resource at the incoming switchboard calls because of reduced face to face customer business at this time of year.

## E-Government &amp; Customer Services

Revenue Budget	Approved Budget	Profiled Budget	Revised Actual	Variance
E-Government & Customer Services		April-December	April-December	April-December
	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
Customer Service Centre	45	38	44	7
E-Government	11	-33	-41	-7
<b>TOTAL SERVICE</b>	<b>56</b>	<b>4</b>	<b>3</b>	<b>-1</b>

Projected Outturn	Projected Variance
2006/07 £'000	2006/07 £'000
58	13
1	-10
<b>59</b>	<b>3</b>

## Notes on Revenue Financial Performance

The current underspend of £1k a combination of an increase in expenditure on salaries for staff achieving NVQ's during the year and payments for agency staff to cover vacant posts offset by savings on vacant posts.

## E-Government &amp; Customer Services

Capital Budget	Revised Capital Budget	Profiled Budget	Expenditure to Date	Variance	Projected Outturn	Projected Variance
		April-December	April-December	April-December		
E-Government & Customer Services	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
ICT Infrastructure Scheme	441	331	301	-30	520	79
Internet/Intranet Development	23	23	4	-19	13	-10
Corporate Budget for IT Upgrades (2006/07)	37	37	39	2	40	3
Corporate Budget for IT Upgrades - Increased Resources (2006/07)	14	3	0	-3	14	0
Government Connect Scheme	30	8	0	-8	0	-30
Upgrading to Radius Cash Receiving System (2006/07)	50	50	54	4	54	4
Upgrading of Leisure Booking & Receipts/Income Flex-on-Line System (2006/07)	33	0	0	0	21	-12
Replacement of Academy Revenues & Benefits IT System	400	100	0	-100	0	-400
Spatial Project	500	137	63	-74	175	-325
<b>Total</b>	<b>1,528</b>	<b>689</b>	<b>461</b>	<b>-228</b>	<b>837</b>	<b>-691</b>

**Notes on Capital Financial Performance**

The current underspend of £339k is mainly due to

Replacement of Academy Revenues & Benefits IT System underspend of £100k. Due to the developmenets during the year in realltion to the Revenues and Benefits shared services project in Worcestershire, this project has not commence and a one year extension of the contract had been negotiated. It is now anticipated that this budget will be required in 2007/08.

Spatial Project underspend to date £74k which is due to delays in signing the contract and therefore a delay in starting the project

Financial Services

APPENDIX 4

Performance Indicators Period 9 (December) 2006/07

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Ref	Description	HoS	2005/06		Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median							Target	Est. Outturn	Est. Outturn Quartile	
BV76a	Number of claimants visited, per 1,000 caseload	JLP	215	n/a	n/a	222	173	142	I	147.00	185.00	I	196	196.00	n/a	Revised target of 196 as approved at cabinet in December. Performance has improved on previous month.
BV76b	Number of fraud investigators, per 1,000 caseload	JLP	0.45	n/a	n/a	n/a	0.54	0.32	W	0.54	0.32	S	0.56	0.32	n/a	The post has been advertised - expectation for postholder to be appointed with start date April 07.
BV76c	Number of fraud investigations, per 1,000 caseload	JLP	47.50	n/a	n/a	41.20	33.28	41.27	I	37.50	42.76	I	50.00	67.87	n/a	Improvement in number of investigations despite vacancy in the team.
BV76d	Number of prosecutions and sanctions, per 1,000 caseload	JLP	10.00	n/a	n/a	4.00	5.66	4.90	I	6.40	5.74	W	8.50	6.79	n/a	Slightly below target - cases awaiting outcome, most in court process on adjournment or warrants issued.
BV78a	The average number of days taken for processing new claims.	JLP	37.81	4	L	31.00	35.78	30.65	W	35.78	30.04	I	35.78	34.00	3	The December actual of 22.33 days is an improvement on the previous month and above the DWP highest standard of 30 day per claim.
BV78b	The average number of days taken for processing changes in circumstances	JLP	11.88	2	L	11.90	10.80	10.12	I	10.80	10.08	W	10.80	10.80	2	A slight increase in the number of days to process change of circumstance (9.03 Dec v 8.25 Nov). This is due to the complex nature of some of the claims received during the month.
BV79a	The percentage of cases for which the amount of benefit due was calculated correctly.	JLP	96	4	H	98.20	99	94	S	99.00	94.00	S	99.00	95.00	4	Awaiting the October - December report from the DWP - to be received 1st week Feb 07. Managers continue to make additional checks and remind staff to ensure accuracy
BV79bi	The percentage of recoverable Housing Benefit (in-year) overpayments that have been recovered.	JLP	68.05	3	H	70.35	55.00	67.40	I	55.00	66.63	W	55.00	55.00	4	The actual figure for December to date is 66.63%, which is a decline on the November figure. However it remains above the revised approved target of 55%. This figure will fluctuate as more work is carried out within the team to identify and recover overpayments. Value of overpayments to Dec 06 is £435k
BV79bii	The percentage of recoverable HB (all-years outstanding) overpayments recovered.	JLP	47.39	1	H	34.11	25.00	24.61	I	25.00	25.53	I	25.00	23.00	4	The actual figure for December to date is 25.53%, which is an improvement on the November figure. Performance remains above the revised approved target of 25%.
BV79biii	The percentage of recoverable HB (all-years outstanding) overpayments written-off.	JLP	10.20	n/a	n/a	n/a	<6%	2.13	S	<6%	2.22	S	6.00	6.00	n/a	Write offs within target
BV226c	The total amount spent on advice and guidance on housing, welfare benefits and consumer matters provided by the Council	JLP	32,521	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	32,521	32,521	n/a	
BV8	Percentage of invoices paid on time	JLP	0.93	4	H	95.00	100.00%	93.59%	I	100.00	94.19	I	100.00	96.00	2	December actual 98% which reflects top quartile . This demonstrates the focus that departments have on payment of invoices
BV9	Percentage of Council Tax collected	JLP	98.30	2	H	98.11	79.84%	77.90%	I	87.70	87.30	S	98.80	98.70	1	The December to date shows a 0.40% shortfall to the target however it is anticipated that the annual target will be reached as reported.
BV10	Percentage of Non-Domestic Rates collected.	JLP	98.70	3	H	99.00	79.42%	77.58%	W	88.10	85.80	S	98.80	98.70	3	The December to date shows a 2.3% shortfall to the target however it is anticipated that the annual target will be reached as reported.

Ref	Description	2005/06			Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
		HoS	Actuals	Quartile	Higher or lower	Median							Target	Est. Outturn	Est. Outturn Quartile	
LPI Financial Services	Financial monitoring reports sent to members	JLP	100.00	n/a	n/a	n/a	100.00	100.00	S	100.00	100.00	S	100.00	100.00	n/a	On Target
LPI Financial Services	Number of days to do systems and account reconciliations	JLP	4.74	n/a	n/a	n/a	4.00	5.33	W	5.00	3.00	I	4.00	4.00	n/a	On Target
LPI Financial Services	Number of weeks to do NDR & CTax reconciliations	JLP	3.75	n/a	n/a	n/a	4.00	3.00	I	2.00	2.00	I	4.00	4.00	n/a	On Target
LPI Financial Services	% of audit assignments completed in timescale	JLP	79.00	n/a	n/a	n/a	85.00%	92.00%	I	85.00	93.00	I	85.00	90.00	n/a	On Target
LPI Financial Services	% of the scheduled audit plan delivered	JLP	73.00	n/a	n/a	n/a	37.00%	40.00%	I	54.00	47.00	W	85.00	90.00	n/a	Due to the scheduling of the plan over the quarters there is always a decline during the quarter that then meets the target at the end of the quarter.

## Financial Services

Revenue Budget	Approved Budget	Profiled Budget	Revised Actual	Variance	Projected Outturn	Projected Variance
Financial Services	2006/07 £'000	April-December 2006/07 £'000	April-December 2006/07 £'000	April-December 2006/07 £'000	2006/07 £'000	2006/07 £'000
Benefit Administration	271	203	236	33	290	19
Benefit Payments	48	0	-1	-1	46	-1
Central Overheads	120	90	132	42	131	11
Financial Services - Accountancy & Admin	-31	-23	-6	17	-12	19
Financial Services - Internal Audit	-5	-4	3	7	1	5
Grants & Donations	171	135	136	1	171	0
Local Taxation	1,174	969	925	-43	1,144	-30
Recovery Plan - Financial Services	21	16	21	5	21	-0
Revenues & Benefits System Control	-6	-5	-22	-17	-8	-2
<b>TOTAL SERVICE</b>	<b>1,763</b>	<b>1,382</b>	<b>1,425</b>	<b>43</b>	<b>1,783</b>	<b>20</b>

## Notes on Revenue Financial Performance

Overspend To December £43k

The current overspend of £43k is mainly due to the corporate target saving of £74k on procurement which is shown within the Financial Services budget. Saving are currently being achieve and are embedded within financial performance of all service areas of the Council. This is offset by net savings of 36k on salaries after use of agency staff.

## Financial Services

Capital Budget	Revised Capital Budget	Profiled Budget	Expenditure to Date	Variance
Financial Services	2006/07 £'000	April- December 2006/07 £'000	April- December 2006/07 £'000	April- December 2006/07 £'000
Purchase Order Processing System	197	56	24	-32
Total	197	56	24	-32

Projected Outturn	Projected Variance
2006/07 £'000	2006/07 £'000
159	-38
159	-38

**Notes on Capital Financial Performance**

The Purchase Order Processing System project was slightly delayed in starting but has now commenced. It is expected that the majority of the scheme will be completed by the end of March 2007 and a request to carry forward the remaining budget will be made at the appropriate time.



Legal & Democratic Services

APPENDIX 5

Performance Indicators Period 9 (December) 2006/07

Ref	Description	2005/06				Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
		HoS	Actuals	Quartile	Higher or lower	Median	Target							Est. Outturn	Est. Outturn Quartile		
BV174	The number of racial incidents reported to the Council per 100,000 population	CF	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	0	n/a	Hate crime officer appointed at County level to implement a common reporting procedure & support mechanisms for crime victims. Will be 10 reporting centres in Bromsgrove. Due to be up and running by end March 2007.	
BV175	The percentage of those racial incidents that have resulted in further action	CF	n/a	1	H	100	n/a	n/a	n/a	n/a	n/a	n/a	100.00	100.00	1	See above comment	
BV2a	The level (if any) of the Equality Standard for Local Government to which the Authority conforms.	CF	1	n/a	n/a	n/a	1	1	S	1	1	S	2	2	n/a	On target. All inclusive scheme completed	
BV2b	The duty to promote race equality, as a % of a scorecard.	CF	71	2	H	58	71	76	S	71	76	S	80	80	1	as above	
BV156	The percentage of Authority buildings' public areas that are suitable and accessible to the disabled.	CF	75.00	2	H	72.87	85.00%	n/a	n/a	85.00	n/a	n/a	85.00	75.00	2	Capital bid of £0.3m subject to approval by Cabinet on 21st February and Council on 27th February 2007	
LPI Legal Services	% draft S106 sent out within 10 days.	CF	n/a	n/a	n/a	n/a	90.00	100.00	S	90.00	100.00	S	90.00	90.00	n/a	On Target	

## Legal & Democratic Services

Revenue Budget	Approved Budget	Profiled Budget	Revised Actual	Variance
Legal & Democratic Services	2006/07 £'000	April-December 2006/07 £'000	April-December 2006/07 £'000	April-December 2006/07 £'000
Administration & Registration	897	636	639	3
Committee Services	-8	-6	2	8
Corporate Facilities	4	3	4	1
Elections	46	35	37	2
Facilities Management	-119	-117	-139	-22
Legal Services	33	57	29	-28
Recovery Plan - Legal	0	0	-14	-14
Valuation Services	-3	-2	-16	-14
<b>TOTAL SERVICE</b>	<b>851</b>	<b>606</b>	<b>542</b>	<b>-64</b>

Projected Outturn	Projected Variance
2006/07 £'000	2006/07 £'000
876	-21
-3	5
7	3
46	0
-75	44
19	-14
0	0
-12	-10
<b>857</b>	<b>6</b>

### Notes on Revenue Financial Performance

#### Legal and Democratic Services – £64k underspend

The current underspend is due to a combination of savings on business rates and insurances and vacancies within the Elections, Legal and Valuation Services.

The projected overall spend for the year is largely on budget but comprises a number of compensating over and underspends:

## Legal & Democratic Services

- An expected overspend of £50k in respect of gas and electric charges at the Council Offices. The utility budget was increased by 10% however the actual charges are significantly higher than that estimated. This will be addressed as part of the financial plan review.
- Underspendings on Business Rates and Insurances (£10k) due to revaluation of properties with a reduced liability to the department. The magnitude of the saving shown here has reduced compared to the September quarter report due to the reallocation of the corporate target for savings on Business Rates.
- Vacancies within the department (16k).
- Additional income attained for provision of legal services (£18k).

<b>Capital Budget</b>	<b>Revised Capital Budget</b>	<b>Profiled Budget</b>	<b>Expenditure to Date</b>	<b>Variance</b>
		<b>April- December</b>	<b>April- December</b>	<b>April- December</b>
<b>Legal &amp; Democratic Services</b>	<b>2006/07 £'000</b>	<b>2006/07 £'000</b>	<b>2006/07 £'000</b>	<b>2006/07 £'000</b>
Replacement Electoral Software	15	0	0	0
Committee Minutes System	18	13	11	-2
Disabled Discrimination Act improvements (05/06)	14	3	0	-3
Conversion of Council House Reception Area to Office Accommodation	50	50	73	23
<b>Total</b>	<b>97</b>	<b>66</b>	<b>84</b>	<b>18</b>

<b>Projected Outturn</b>	<b>Projected Variance</b>
<b>2006/07 £'000</b>	<b>2006/07 £'000</b>
15	0
24	6
8	-6
74	24
<b>121</b>	<b>24</b>

### Notes on Capital Financial Performance

The main variance year to date and projected outturn are in respect of the conversion of the Council House reception area to office accommodation. This was the subject of a report to Executive Cabinet on 4th October 2006.

Organisational Development & Human Resources

APPENDIX 6

Performance Indicators Period 9 (December) 2006/07

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Ref	Description	HoS	2005/06		Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median							Target	Est. Outturn	Est. Outturn Quartile	
BV11a	The percentage of top 5% of earners: who are women	JP	16.88	4	H	25.00	24.00%	22.73%	S	24.00	23.80	I	24.00	22.70	3	This indicator is not cumulative - it is a snap shot at the end of each month. December based on 5 women in top 5%
BV11b	The percentage of top 5% of earners: from minority ethnic communities	JP	0.00	4	H	0.00	1.50%	0.00%	S	1.50	0.00	S	1.50	0.00	2	The Council is working with TMP on its branding for recruitment to improve contact with all potential applicants
BV11c	The percentage of top 5% of earners: with a disability	JP	0.00	4	H	2.09	1.50%	4.55%	S	1.50	4.76	I	2.00	4.76	2	The Council is working with TMP on its branding for recruitment to improve contact with all potential applicants
BV12	The average number of working days lost due to sickness.	JP	10.27	3	L	9.54	6.68	7.27	S	7.44	8.16	I	9.50	10.73	3	December figure shows a small improvement over November. The new sickness absence policy is now in place and all staff will have a return to work interview after a period of sickness.
BV14	The percentage of employees retiring early (excluding ill-health)	JP	1.50	4	L	0.40	1.00	0.00	I	1.00	0.00	S	1.00	0.29	2	This is actual numbers of staff retiring early within the pension scheme (0 person in November)
BV15	The percentage of employees retiring on grounds of ill-health	JP	0.60	4	L	0.25	0.30	0.00	I	0.30	0.00	S	0.30	0.00	1	This is actual numbers of staff retiring on health grounds within the pension scheme (0 staff in November)
BV16a	The percentage of employees with a disability	JP	0.00	4	H	3.11	1.20	1.97	I	1.20	1.97	S	1.20	2.00	4	This is a snap shot at the end of each month - relates to 8 employees - this has increased from the personal information forms recently completed and staff identified themselves as having a disability - 1 employee left in October
BV16b	The percentage of the population with a disability (Census 2001)	JP	11.73	n/a	n/a	n/a	context measure no target set	n/a	n/a	context measure no target set	n/a	n/a	context measure no target set	11.73	n/a	Information provided by Census - not controllable
BV17a	The percentage of employees from minority ethnic communities	JP	0.70	4	H	1.40	1.00	0.98	S	1.00	0.98	S	1.00	0.98	3	This is a snap shot at the end of each month - November relates to 4 employees
BV17b	The percentage of population from minority ethnic communities (Census 2001)	JP	2.18	n/a	n/a	n/a	context measure no target set	n/a	n/a	context measure no target set	n/a	n/a	context measure no target set	2.18	n/a	Information provided by Census - not controllable
LPI Human Resources	% of staff appraisals undertaken	JP	74.48	n/a	n/a	n/a						S	100.00	99.00	n/a	PDRs are currently not being undertaken
LPI Human Resources	% of staff turnover	JP	18.80	n/a	n/a	n/a	8.87%	8.55%	S	9.96	10.09	W	13.30	13.45	n/a	Cumulative figure using number of leavers - 5 staff in December

## Organisational Development & Human Resources

Revenue Budget	Approved Budget	Profiled Budget	Revised Actual	Variance
	2006/07	April-December 2006/07	April-December 2006/07	April-December 2006/07
	£'000	£'000	£'000	£'000
Organisational Development & Human Resources	35	-18	-83	-65
<b>TOTAL SERVICE</b>	<b>35</b>	<b>-18</b>	<b>-83</b>	<b>-65</b>

Projected Outturn	Projected Variance
2006/07	2006/07
£'000	£'000
4	-31
<b>4</b>	<b>-31</b>

### Notes on Revenue Financial Performance

The current underspend of £65k reflects a combination of

- The underspend is mainly due to lower than anticipated expenditure on training to December. Expenditure on training will continue for the next quarter but there is an anticipated saving of 39k on the training budget at year end.
- This underspend is offset by a overspend on employees which is combination of resulting expenditure incurred on an interim Head of Service and cover within the Health and Safety section offset by savings on the Head of Service post being vacant for the first three months of the year.
- The SLA's within the external organisations which were anticipated to generate £15k for the year have now been terminated which has resulted in a loss of income of £6k. This has been addressed to within the 2007/08 Medium Term Financial Plan

Capital Budget	Revised Capital Budget	Profiled Budget	Expenditure to Date	Variance
		April-December	April-December	April-December

Projected Outturn	Projected Variance

## Organisational Development & Human Resources

Organisational Development & Human Resources	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
New HR Information & Management system	30	0	0	0
Total	30	0	0	0

2006/07 £'000	2006/07 £'000
30	0
30	0

### Notes on Capital Financial Performance

The commencement of the new HR Information and Management System has been delayed however it is anticipated that the budget will be fully spent this year.

Planning & Environment Services

APPENDIX 7

Performance Indicators Period 9 (December) 2006/07

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Ref	Description	HoS	2005/06		Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median							Target	Est. Outturn	Est. Outturn Quartile	
BV106	The percentage of new homes built on previously developed land	DH	92	1	H	75.00	n/a	n/a	n/a	n/a	n/a	n/a	67.00	n/a	n/a	This is an annual indicator housing land availability studies are completed every year with the next one due to be published in April 2007
BV109a	The percentage of major planning applications determined within 13 weeks	DH	35	4	H	66.67	55	61	S	55.00	60.00	S	55.00	55.00	4	100% record for December. 1 out of 1.
BV109b	The percentage of minor planning applications determined within 8 weeks	DH	57	4	H	74.01	77	80	I	77.00	81.00	W	77.00	80.00	2	84% for the month. 21 out of 25.
BV109c	The percentage of other planning applications determined within 8 weeks	DH	67	4	H	88.23	89	78	W	89.00	87.00	W	89.00	80.00	4	85% for the month. 77 out of 91.
BV200a	Was a Local Development Scheme submitted by 28/03/05 and a 3 year rolling programme maintained	DH	Yes	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Yes	Yes	n/a	The initial LDS was submitted intime, a revised version is currently beeing drafted a will be published before April 2007
BV200b	Have the milestones in the LDS been met	DH	No	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Yes	Yes	n/a	Milestones are unlikely a revised LDS will be published which reflect the changed staffing structure of the team
BV200c	Has an annual monitoring report been published by December of the previous year	DH	Yes	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Yes	Yes	n/a	AMRs have been published for both 2005 and 2006
BV204	The percentage of planning appeal decisions allowed	DH	32	n/a	n/a	n/a	40.00%	47.00%	S	40.00	47.00	W	40.00	36.00	n/a	2 out of 4 appeals allowed.
BV205	The percentage score against the quality of planning services checklist	DH	78	3	H	83	89.00%	83.00%	S	89.00	83.00	S	100.00	83.00	2	No change possible until spatial project implemented.
BV214	The percentage of homeless households who suffer homelessness within 2 years	DH	2.86	3	L	1.82	3%	0%	S	3.00	4.00	W	3.00	4.00	3	Figures adjusted on receipt of new figures from BDHT and is due to be discussed at the quarterly liaison meeting with them.
BV166a	The percentage score against the Environmental Health best practice checklist	DH	70.00	4	H	90.00	n/a	n/a	n/a	n/a	n/a	n/a	70.00	70.00	4	on target
BV216a	The number of sites of potential concern with respect to land contamination	DH	1,812	4	L	697	n/a	n/a	n/a	n/a	n/a	n/a	1,815	1,815	4	details the number of sites of potential concern identified, this figure is unlikely to change this year as the majority of sites have already been identified.

Ref	Description	2005/06				Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
		HoS	Actuals	Quartile	Higher or lower	Median	Target							Est. Outturn	Est. Outturn Quartile		
BV216b	The percentage of identified sites for which sufficient details are available for decisions	DH	0.61	4	H	3.00	n/a	n/a	n/a	n/a	n/a	n/a	2.00	< 2.00	1	Target will not be met due to long-term computer software problems (Recently resolved) and heavy reactive workload which is being managed by risk. The regional contaminated land group has compared figures reported for 2005/2006. These indicate that the most significant progress is being made where one and a half posts are working on contaminated land (e.g. Wyre Forest and more recently Wychavon). Our figures for 2005/2006 were similar to those for Malvern Hills DC, Wychavon DC, Redditch BC and Herefordshire CC. However, the figures are not strictly comparable because the figure for BV216b is a percentage of BV216a and each local authority has a significantly different number of sites falling into BV216a (for example, Bromsgrove has 1812, Wyre Forest have 830 i.e. Bromsgrove has a significantly larger base to be determined). To progress this indicator work on prioritisation of sites based on risk is being undertaken. Once completed, sites will be investigated in order of highest potential risk. Arrangements have recently been made to allow the use of additional IT to pi	
BV217	The percentage of pollution control improvements to existing installations completed on time.	DH	100.00	2	H	94.00	n/a	n/a	n/a	n/a	n/a	n/a	90.00	90.00	3	on target	
BV219a	The total number of conservation areas	DH	10	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	10	10	n/a	Currently 10 conservation areas no firm plans to designate any more although potential new ones may be investigated	
BV219b	The percentage of conservation areas with an up-to-date character appraisal	DH	10	2	H	8	n/a	n/a	n/a	n/a	n/a	n/a	30.00	20.00	2	Hagley conservation area appraisal is completed, Dodford conservation area is on target for completion by March 07	
BV219c	The percentage of conservation areas with published management proposals	DH	0	4	H	0	n/a	n/a	n/a	n/a	n/a	n/a	10.00	10.00	n/a	Management plan for Hagley conservation Area due to be published March 2007	
LPI Planning	Score on Building Control performance matrix	DH	76.0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	60.0	75.5	n/a	Due to an unrecoverable system error data will require re-entering into the system. It is hoped this work will be completed by Feb. 07.	
LPI CEO	Number of small business start ups	DH	40	n/a	n/a	n/a	17	27	W	19	31	I	25	30	n/a	6 business start-ups in December.	
LPI CEO	% of business survival rate	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	85.00	85.00	n/a	n/a as annual PI	



## Planning & Environment Services

Revenue Budget	Approved Budget	Profiled Budget	Revised Actual	Variance	Projected	Projected
	2006/07	Budget	Actual		Outturn	Variance
	2006/07	April-December	April-December	April-December	2006/07	2006/07
	£'000	2006/07	2006/07	2006/07	£'000	£'000
<b>Planning &amp; Environment Services</b>						
Development & Building Control	533	400	355	-45	546	14
Environmental Health	996	748	664	-84	912	-84
Licensing	6	4	-34	-38	-9	-14
Planning Administration	-138	-100	-30	71	-13	125
Strategic Housing	2,321	1,718	1,688	-30	2,306	-15
Strategic Planning	638	478	343	-135	483	-155
Economic Development	89	67	53	-14	91	2
Retail Market	8	12	6	-6	12	3
<b>TOTAL SERVICE</b>	<b>4,453</b>	<b>3,326</b>	<b>3,045</b>	<b>-281</b>	<b>4,328</b>	<b>-124</b>

### Notes on Revenue Financial Performance

The current underspend of £281k is due to the following

- Savings on vacant posts amounts to £98k. The service area has implemented a revised staffing structure and is currently recruiting operational staff to deliver the service; however there are still vacant posts within this department. This underspend will be offset against the departmental loss of income at year end.
- There is a current underspend on consultancy fees of £120k this mainly due to of an underspend within Local Development Scheme. It was agreed within the Medium Term Financial Plan for 2006/07 that the Local Development Scheme would be funded from Balances. It is anticipated that expenditure on the Local Development Scheme will now begin in 2007/08 and so the funding from balance will be required next year. Other savings of £36k include those relating to miscellaneous expenses and office expenses.
- There is a significant shortfall to projected income for building regulation fees, planning applications and land charges £115k (net £61k against income received for licensing) for the third quarter. This is still due to the planning moratorium and the slight decrease in the housing market during this year. It is anticipated that this trend will continue during 2006/07 as will result in a cumulative reduction in income generated by £224k. This issue has been addressed as part of the 2007/08 Medium Term Financial Plan.
- It is anticipated that the current underspends will offset the impact of the shortfall in income for 2006/07 with a projected year end variance of 124k underspend.

## Planning & Environment Services

Capital Budget	Revised Capital Budget	Profiled Budget	Expenditure to Date	Variance	Projected Outturn	Projected Variance
	2006/07	April-December 2006/07	April-December 2006/07	April-December 2006/07		
Planning & Environment Services	£'000	£'000	£'000	£'000	£'000	£'000
Strategic & Enabling Housing Schemes	168	60	61	1	150	-18
New Affordable Schemes	832	232	95	-137	310	-522
Retained Housing Works	8	8	0	-8	8	0
Homeless Hostels	19	7	2	-5	2	-17
Private Sector Renewal	691	512	251	-261	480	-211
West Midlands Regional Housing L	217	0	0	0	10	-207
<b>Total</b>	<b>1935</b>	<b>819</b>	<b>409</b>	<b>-410</b>	<b>960</b>	<b>-975</b>

### Notes on Capital Financial Performance

The current underspend is mainly due to

New affordable schemes - A number of new schemes are being developed totaling £485k. This was the subject of a report to Executive Cabinet on 1st November 2006 which approved carried forward of part of the budget. It is now anticipated that there will be no expenditure in 2006/07 and approval for carried forward of the remaining budget will be sought at the appropriate time.

Private Sector Renewal - Disabled Facilities Grants, Home Repair Assistance and Housing Renewal Grants - The underspend is a result of a vacancy in the Private Sector Housing Team. This post has now been filled which has had a major impact on the processing of grant applications.

Street Scene & Waste Management Services

APPENDIX 8

Performance Indicators Period 9 (December) 2006/07

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Ref	Description	HoS	2005/06		Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median							Target	Est. Outturn	Est. Outturn Quartile	
BV82ai	The percentage of household waste that has been recycled	MB	19.95	2	H	18.50	21.50	19.49	I	21.50	19.72	I	21.50	21.08	2	Slight decrease in recycling performance due to Christmas period - residents tend not to sort waste - still awaiting bring bank tonnages
BV82aii	The tonnage of household waste that has been recycled	MB	8,362	2	H	6,840	6,017	5,399	I	6,754	6,043	W	9,011	8,111	2	As above - still awaiting bring bank tonnages
BV82bi	The percentage of household waste that has been composted	MB	20.62	1	H	8.29	21.50	26.74	W	21.50	24.87	W	21.50	19.81	1	Monthly total only 7.41% of green waste now green service is suspended - still awaiting bring bank tonnages
BV82bii	The tonnage of household waste that has been composted	MB	8641	1	H	3158	7,081	6,602	I	7,406	8,622	I	9,011	8621	1	pervious tonnage collected during year is still keeping C'lative total up on target for this month
BV84a	The number of kilograms of household waste collected per head of population	MB	469	4	L	410	310.42	305.46	W	342.84	337.86	I	445.00	425	3	Lowest kg/head so far this year - still awaiting bring bank tonnages
BV84b	The percentage change in the amount of household waste collected	MB	14.16	4	L	-0.44	6.40	-1.87	W	6.40	-3.60	I	9.61	-5.11	1	As above - still awaiting bring bank tonnages
BV86	The cost of household waste collection	MB	71.19	4	L	46.25	see comment	see comment	see comment	see comment	see comment	see comment	70.00		n/a	This is calculated as annual PI, however it is predicted to be significantly off target, due to a £456k projected overspend
BV91a	Percentage of households covered by kerbside collection of recyclables (one recyclable)	MB	91.90	4	H	99.40	93.30	93.56	I	93.48	93.91	I	94.00	94.00	3	Above target for month due to new builds being occupied
BV91b	Percentage of households covered by kerbside collection of recyclables (two recyclable)	MB	91.90	4	H	98.80	93.30	93.56	I	93.48	93.91	I	94.00	94.00	3	Above target for month due to new builds being occupied
BV199a	The proportion of land & highways assessed as having unacceptable levels of litter and detritus	MB	26	4	L	12.00	n/a	n/a	n/a	20.00	17.97	W	20.00	17.00	3	Results from this 4 monthly inspection has seen a slight worsening in performance since the last measurement, this is due to seasonal weather changes i.e. high winds causing litter, vegetation and mud to disperse across the District. It is, however a considerable improvement on the figure at the same time last year (20.23%). The figure for litter is 13.40% but is increased because of the detritus figure of 26.47%. The BVPI is an annual figure which ensures seasonal variations do not disproportionately distort the figure.
BV199b	The proportion of land & highways assessed as having unacceptable levels of graffiti visible	MB	6.00	4	L	1.00	n/a	n/a	n/a	5.00	4.58	W	5.00	4.00	3	Results from this 4 monthly inspection has seen an increase in %, this PI should improve by the end of the year as a graffiti machine will then be operational
BV199c	The proportion of land & highways assessed as having unacceptable levels of fly-posting visible	MB	1.00	3	L	0.00	n/a	n/a	n/a	1.00	0.98	I	1.00	1.00	3	Results from this 4 monthly inspection has seen a decrease in %, operatives have actively been removing fly posting and are taking a proactive approach by contacting the companies/organisations involved.
BV199d	The year-on-year reduction in number of incidents and increase in number of enforcement actions in relation to fly-tipping	MB	4.00	1	L	n/a	n/a	n/a	n/a	3.00	3.00	S	3	3	n/a	This PI result remains the same as no further enforcement has taken place.

Ref	Description	2005/06				Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
		HoS	Actuals	Quartile	Higher or lower	Median	Target							Est. Outturn	Est. Outturn Quartile		
BV218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	MB	93.00	2	H	87.00	95%	94%	S	95.00	94.00	I	95.00	95.00	2	8 vehicles reported and 8 vehicles inspected within time, 100% achieved this month, still on target for end of year	
BV218b	The percentage of abandoned vehicles removed within 24 hours of legal entitlement	MB	100.00	1	H	77.50	95%	95%	S	95.00	95.00	S	0.95	95.00	1	7 vehicles reported and 7 vehicles inspected within time, 100% achieved this month, still on target for end of year	
LPI Depot	% animal/debris cleared within timescales	MB	89.00	n/a	n/a	n/a	95%	83%	S	95.00	85.00	S	95.00	97.00	n/a	5 animals reported and 5 removed within time, 100% achieved this month. End of year result will exceed target.	
LPI Depot	% of flytips dealt with in response time	MB	92.00	n/a	n/a	n/a	95%	94%	I	95.00	94.00	I	95.00	96.00	n/a	32 incidents reported & 32 removed within timescale, 100% achieved this month. Year end result will exceed target.	
LPI Depot	Number of missed household waste collections	MB	3113	n/a	n/a	n/a	950	1,145	W	1,100	1,236	I	1550	1509	n/a	91 confirmed missed collections this month, some confusion over xmas collections however performance has improved compared to November. Now within target for year end.	
LPI Depot	Number of missed recycle waste collections	MB	802	n/a	n/a	n/a	800	512	W	900.00	544.00	I	1200	640	n/a	32 missed collections this month, improved performance this month, PI is exceeding anticipated targets	
LPI Depot	Number of missed trade waste collections	MB	205	n/a	n/a	n/a	80	21	W	90.00	22.00	I	120	25	n/a	1 missed collection this month, this service is performing extremely well, xmas collections communicated with good results. PI is well within the target	
LPI Depot	Number of written complaints	MB	219	n/a	n/a	n/a	176	172	I	198.00	203.00	W	264	296	n/a	Increase in number of complaints due to Xmas collection changes and green collections being stopped.	
LPI Transport Services	% responses to Excess Charge appeals in 10 days	MB	78.00	n/a	n/a	n/a	100%	100%	S	100.00	79.00	W	100.00	75.00	n/a	Annual outturn reflects the poor performance earlier in the year but targets are now being met in most months so outturn should improve by end of year. The dip in performance this month is due to absence of two members of staff over the Christmas period; which resulted in a short period when responses were not processed within timescale	

**Street Scene & Waste Management Services**

Revenue Budget	Approved Budget	Profiled Budget	Revised Actual	Variance	Projected Outturn	Projected Variance
		April-December	April-December	April-December		
Street Scene & Waste Management Services	2006/07	2006/07	2006/07	2006/07	2006/07	2006/07
	£'000	£'000	£'000	£'000	£'000	£'000
Car Parks	-848	-674	-470	204	-581	267
Cleansing	1,290	964	954	-10	1,272	-17
Depot - Miscellaneous	307	221	232	11	309	2
Environmental Enhancements	-29	-21	-15	6	-18	11
Garage	-13	-10	-19	-9	-19	-6
Grounds Maintenance	570	433	460	27	578	8
Highways	325	248	225	-23	323	-2
Refuse Collection	2,889	2,191	2,365	174	3,166	277
Travel Concessions	421	316	312	-3	423	2
<b>TOTAL SERVICE</b>	<b>4,913</b>	<b>3,668</b>	<b>4,044</b>	<b>376</b>	<b>5,454</b>	<b>541</b>

## Notes on Revenue Financial Performance

### Street Scene and Waste Management Services - £563k over

The current overspend is due to a number of factors including;

- Car parks overspend of £204k. There has been an increase in both the volume and the income from ticket sales compared to the same period last year however to December this was below budgeted income with the anticipation that to the year end income will be £140k less than the budget. The budget was set using an average increase per ticket however the actual ticket sales has not resulted in the budgeted increase. Refunds for parking at the Dolphin Centre have also increased resulting in a projected overspend for the year of £56k. Collection costs have increased by £10k as more ticket machines have been purchased. Permit sales for the year are expected to be £45k less than the budget. This is the first year the Council has charged for parking permits. These issues have been addressed as part of the 2007/08 Medium Term Financial Plan. In addition emergency repair works have been carried out at the Rubery car park at a cost of £5k and there was a need to install height barriers at Recreation Road South Car Park at a cost of £2k.
- Depot Miscellaneous –The business support unit salary cost was previously reported as an anticipated underspend to the year end of £38k. However the cost of this unit which is now predicted to be on budget at year end. There has been an additional spend of £5k on materials for the depot in relation to works associated with the Environment Agency.
- Environmental Enhancements current overspend of £6k is due to reduced use of the bring sites as a consequence of fortnightly household recycling collection. This is offset by income received from Worcestershire County Council on the recycled waste brought to the site. An overspend of £11k is projected for the year.
- Refuse collection has a projected overspend of £277k for the year. This is due to overspendings on fuel (anticipated overspend to year end of £100k but prices are currently volatile), hire costs of trade waste and recycling vehicles and increased running costs of the fleet. There have been extra tipping costs of £35k associated with the Faun vehicles that officers are currently trying to recover through negotiation with the company.
- Highways A repair work had to be carried out to the Benjamin Sanders horse trough in the town centre incurred one-off cost of £5k which was not included within the budget.

There are a number of actions being undertaken to reduce the impact of the projected overspend. These include;

- Reviewing contract for utility service provision to ensure the Council receives the most competitive prices
- Utilising the procurement manager to ensure compliance with procedures and demonstrate value for money in Procurement
- Reducing the number of hired vehicles where appropriate.
- Postponement of green waste collection between January and March 2007

Capital Budget	Revised Capital Budget	Profiled Budget	Expenditure to Date	Variance	Projected Outturn	Projected Variance
	2006/07	April-December	April-December	April-December		
Street Scene & Waste Management Services	2006/07	2006/07	2006/07	2006/07	2006/07	2006/07
	£'000	£'000	£'000	£'000	£'000	£'000
Pay & Display Car Park Ticket Machines	20	14	14	0	19	-1
Concessionary Fare Implementation of Smart Cards.	20	5	0	-5	0	-20
Replacement of Fleet Vehicles (Multi Lift Vehicles)	125	0	0	0	0	-125
Skips for new 18 tonne Depot Multi Lift Vehicles	20	0	0	0	0	-20
New Tanker for Cesspools Work	59	58	60	2	60	1
Street Cleaning Vehicles & Equipment (Identified within the Depot Strategy)	519	9	18	9	193	-326
Replacement Rear Loading Trade Waste Collection Vehicle (Identified within the Depot Strategy)	127	0	0	0	100	-27
Improvements to Depot Site (2006/07 & 2007/08)	50	0	0	0	50	0
Graffiti Removal System	16	16	16	0	16	0
Vehicles & General Plant (b/f) - 3 Rear Loading Refuse Freighters	292	292	291	-1	291	-1
Pavement Sweepers for street cleansing	99	99	99	0	99	0
<b>Total</b>	<b>1,347</b>	<b>493</b>	<b>498</b>	<b>5</b>	<b>828</b>	<b>-519</b>

#### Notes on Capital Financial Performance

Expenditure year to date is in line with profiled budgets. However the projected underspend of £519k at the year end is mainly due to

Replacement of fleet vehicles (£125k underspend) - Two vehicle are on order with a delivery time of 22 weeks. This means delivery will be in May 2007 and so an application to carried forward the budget will be made at the appropriate time.

Street Cleaning Vehicles & Equipment (underspend £326k) - This scheme covers a ranges of vehicles and equipment. The underspend is due to vehicle on order but deliver is not expected until April 2007

Ref	Description	HoS	2006/07 Actuals											
			Apr. 06	May. 06	Jun. 06	Jul. 06	Aug. 06	Sep. 06	Oct. 06	Nov. 06	Dec. 06	Jan. 07	Feb. 07	Mar. 07
<b>Planning - Top 45</b>														
BV106	The percentage of new homes built on previously developed land	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
BV109a	The percentage of major planning applications determined within 13 weeks	DH	1	2	0	40%	59%	61%	61%	n/a	100			
BV109b	The percentage of minor planning applications determined within 8 weeks	DH	13	15	21	45%	71%	77%	79%	91	84			
BV109c	The percentage of other planning applications determined within 8 weeks	DH	52	102	84	70%	75%	87%	87%	87	85			
BV200a	Was a Local Development Scheme submitted by 28/03/05 and a 3 year rolling programme maintained	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
BV200b	Have the milestones in the LDS been met	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
BV200c	Has an annual monitoring report been published by December 2005	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
BV204	The percentage of planning appeal decisions allowed	DH	1	1	1	33%	33%	33%	29%	0	50			
BV205	The percentage score against the quality of planning services checklist	DH	15	15	15	83%	83%	83%	83%	83	83			
BV214	The percentage of homeless households who suffer homelessness within 2 years	DH	?	?	?	0%	0%	0%	0%	0	2			

**Housing Benefit and Council Tax Benefit - Top 45**

BV76a	Number of claimants visited, per 1,000 caseload	JLP	5.45	18.47	39.81	65	71.03	97.8	126.8	142	185			
BV76b	Number of fraud investigators, per 1,000 caseload	JLP	0.56	0.54	0.54	0.54	0.53	0.53	0.53	0.32	0.32			
BV76c	Number of fraud investigations, per 1,000 caseload	JLP	0.45	6.95	8.9	17.82	19.57	25.95	34.25	41.27	42.76			
BV76d	Number of prosecutions and sanctions, per 1,000 caseload	JLP	0	0.21	1.74	3.26	3.61	4.46	4.68	4.6	5.74			
BV78a	The average number of days taken for processing new claims.	JLP	34.52	37.67	32.72	29.11	29.01	34.19	21.99	25.91	22.33			
BV78b	The average number of days taken for processing changes in circumstances	JLP	16.53	14.97	12.1	6.7	7.72	8.42	8.76	8.25	9.03			



Ref	Description	HoS	2006/07 Actuals												
			Apr. 06	May. 06	Jun. 06	Jul. 06	Aug. 06	Sep. 06	Oct. 06	Nov. 06	Dec. 06	Jan. 07	Feb. 07	Mar. 07	
BV79a	The percentage of cases for which the amount of benefit due was calculated correctly.	JLP	92	92	92	report oct	report oct	report oct		monthly fig 95%	94 average to date	94 average to date			
BV79bi	The percentage of recoverable Housing Benefit (in-year) overpayments that have been	JLP	n/a	n/a	n/a	n/a	n/a	52	59.87	67.4	66.63				
BV79bii	The percentage of recoverable HB (all-years outstanding) overpayments recovered.	JLP	n/a	n/a	n/a	n/a	n/a	17	20.68	24.61	25.53				
BV79biii	The percentage of recoverable HB (all-years outstanding) overpayments written-off.	JLP	n/a	n/a	n/a	n/a	n/a	2	2.13	2.13	2.22				

**Waste and Cleanliness - Top 45**

BV82ai	The percentage of household waste that has been recycled	MB	19.59	17.36	17.86	19.79	21.17	18.33	19.23	20.16	20.31			
BV82aii	The tonnage of household waste that has been recycled	MB	818.605	879.015	730.846	821.702	705.511	665.928	640.590	681.670	584.910			
BV82bi	The percentage of household waste that has been composted	MB	25.94	33.1	33.35	23.81	21.88	28.65	23.92	21.62	7.41			
BV82bii	The tonnage of household waste that has been composted	MB	806.88	1295.44	1364.16	748.1	729.48	1004.48	729.11	731.1	213.3			
BV84a	The number of kilograms of household waste collected per head of population	MB	34.82	43.15	45.08	34.85	38.74	38.66	33.61	37.28	31.75			
BV84b	The percentage change in the amount of household waste collected	MB	-12.34	7.94	3.36	-11.18	-6.67	-2.21	-5.33	-281.00	-8.48			
BV86	The cost of household waste collection	MB	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a			
BV91a	Percentage of households covered by kerbside collection of recyclables (one recyclable)	MB	92.08	92.12	92.32	92.7	93.15	93.22	93.33	93.56	93.91			
BV91b	Percentage of households covered by kerbside collection of recyclables (two recyclable)	MB	92.08	92.12	92.32	92.7	93.15	93.22	93.33	93.56	93.91			
BV199a	The proportion of land & highways assessed as having unacceptable levels of litter and detritus	MB	n/a	n/a	n/a	17.86	n/a	n/a	n/a	n/a	17.97			
BV199b	The proportion of land & highways assessed as having unacceptable levels of graffiti visible	MB	n/a	n/a	n/a	3.59	n/a	n/a	n/a	n/a	5			
BV199c	The proportion of land & highways assessed as having unacceptable levels of fly-posting visible	MB	n/a	n/a	n/a	1.31	n/a	n/a	n/a	n/a	1			
BV199d	The year-on-year reduction in number of incidents and increase in number of enforcement actions in relation to	MB	n/a	n/a	n/a	3	n/a	n/a	n/a	n/a	3			

Ref	Description	HoS	2006/07 Actuals											
			Apr. 06	May. 06	Jun. 06	Jul. 06	Aug. 06	Sep. 06	Oct. 06	Nov. 06	Dec. 06	Jan. 07	Feb. 07	Mar. 07
<b>Environment and Environmental Health - Top 45</b>														
BV166a	The percentage score against the Environmental Health best practice checklist	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
BV216a	The number of sites of potential concern with respect to land contamination	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
BV216b	The percentage of identified sites for which sufficient details are available for decisions	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
BV217	The percentage of pollution control improvements to existing installations completed on time.	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
BV218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	MB	94	100	100	93	85	100	86	91	100			
BV218b	The percentage of abandoned vehicles removed within 24 hours of legal entitlement	MB	94	94	94	100	100	100	100	100	100			
BV219a	The total number of conservation areas	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
BV219b	The percentage of conservation areas with an up-to-date character appraisal	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
BV219c	The percentage of conservation areas with published management proposals	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
BV226a	The total amount spent on advice and guidance provided by external organisations	RH	n/a	48,383	n/a	n/a	131,016	n/a	n/a	269,233	n/a			
BV226b	The percentage of the money spent, given to organisation holding the CLS Quality Mark	RH	n/a	n/a	0.97	n/a	n/a	0.75	n/a	n/a	0.42			
BV226c	The total amount spent on advice and guidance on housing, welfare benefits and consumer matters	JLP	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a			

**Culture and Related Services - Top 45**

BV170a	The number of visits/usage of museums & galleries per 1,000 population	RH	3.60	1.40	4.90	2.70	3.60	1.80	1.8	1.50	3.46			
BV170b	The number of visits in person to museums & galleries per 1,000 population	RH	3.50	1.10	4.50	2.40	3.40	1.60	1.6	1.00	3.27			
BV170c	The number of pupils visiting museums & galleries in organised school groups	RH	176.00	0.00	85.00	0.00	0.00	0.00	0.00	14	115			

Ref	Description	HoS	2006/07 Actuals											
			Apr. 06	May. 06	Jun. 06	Jul. 06	Aug. 06	Sep. 06	Oct. 06	Nov. 06	Dec. 06	Jan. 07	Feb. 07	Mar. 07
<b>Community Safety and Well-being - Top 45</b>														
BV126	The number of domestic burglaries per 1,000 households	RH	0.85	0.99	0.50	0.63	0.96	0.99	0.80	0.96	1.24			
BV127a	The number of violent crimes per 1,000 population	RH	0.90	1.14	1.23	1.07	1.16	1.10	1.21	0.88	0.91			
BV127b	The number of robberies per 1,000 population	RH	0.01	0.07	0.02	0.03	0.07	0.04	0.08	0.08	0.09			
BV128	The number of vehicle crimes per 1,000 population	RH	0.98	1.02	0.84	1.07	1.08	0.76	0.81	0.94	0.97			
BV174	The number of racial incidents reported to the Council per 100,000 population	CF	System Required	System Required	System Required	System Required	System Required	System Required	System Required	System Required	System Required			
BV175	The percentage of those racial incidents that have resulted in further action	CF	System Required	System Required	System Required	System Required	System Required	System Required	System Required	System Required	System Required			
BV225	The percentage score against a checklist for actions against domestic violence	RH	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual

**Local Indicators - Top 45**

LPI Planning	Score on Building Control performance matrix	DH				75.5	75.5	70	n/a (IT system error)	n/a (IT system error)	n/a (IT system error)			
LPI CEO	Number of small business start ups	DH	9	3	5	1	2	3	4	1	6			
LPI CEO	% of business survival rate	DH	annua	annua	annua	annua	annua	annua	annua	annua	annua			
LPI Depot	% animal/debris cleared within timescales	MB	50	100	72	87	100	100	100	100	100			
LPI Depot	% of flytips dealt with in response time	MB	83	96	100	100	100	100	88	98	100			
LPI Depot	Number of missed household waste collections	MB	130	155	228	169	110	111	93	148	91			
LPI Depot	Number of missed recycle waste collections	MB	60	63	52	88	87	41	67	74	32			
LPI Depot	Number of missed trade waste collections	MB	6	2	3	3	0	0	2	5	1			
LPI Depot	Number of written complaints	MB	13	27	21	30	21	23	18	19	31			

Ref	Description	HoS	2006/07 Actuals											
			Apr. 06	May. 06	Jun. 06	Jul. 06	Aug. 06	Sep. 06	Oct. 06	Nov. 06	Dec. 06	Jan. 07	Feb. 07	Mar. 07
LPI Community Services	Number of attendances at arts events	RH	198.00	248.00	304.00	2,495.00	12,060.00	450.00	580.00	1,250	235			
LPI Sports Services	Dolphin Centre Usage	RH	37,943	36,591	32,773	47,068	45,530	44,015	47,864.00	44,749	20,668			
LPI Sports Services	Haybridge Sport Centre Usage	RH	12,124.00	13,215.00	14,239.00	13,654.00	10,686.00	17,233.00	14,257.00	15,633	10,145			
LPI Sports Services	Woodrush Sports Centre Usage	RH	12,846.00	12,365.00	12,177.00	14,207.00	9,524.00	13,747.00	14,801.00	14,156	12,591			
LPI Community Safety	Respond to emergency calls in 30 secs	RH	98.00	97.00	96.51	96.60	96.80	97.00	98	98.00	98.00			
LPI Community Safety	Respond to emergency calls in 1 minute	RH	99.43	98.97	98.92	0.98	0.98	99.12	99.78	99.00	99.48			
LPI Community Safety	Lifeline equipment installed within 5 days	RH	100	100	100	100	100	100	100	100	100			
LPI Community Safety	Urgent Lifeline equipment installed in 24 hours	RH	100	100	100	100	100	100	100	100	100			
LPI Transport Services	% responses to Excess Charge appeals in 3 days	MB	13	27	21	30	21	23	100.00	100.00	79			

**BVPs - Corporate Health**

BV2a	The level (if any) of the Equality Standard for Local Government to which the Authority conforms.	CF	1	1	1	1	1	1	1	1	1			
BV2b	The duty to promote race equality, as a % of a scorecard.	CF	76%	76%	76%	76%	76%	76%	76%	76	76			
BV8	Percentage of invoices paid on time	JLP	?	?	?	90.54	92.21	93.47	92.98	97.64	98.85			
BV9	Percentage of Council Tax collected	JLP	11.07	20.87	30.41	39.98	49.28	59.07	65.58	77.9	87.3			
BV10	Percentage of Non-Domestic Rates collected.	JLP	9.77	18.65	28.24	36.7	48.16	49.56	64.82	77.58	85.8			
BV11a	The percentage of top 5% of earners: who are women	JP	25	16	16.6	21.7	22.7	22.7	22.73	22.73	23.8			
BV11b	The percentage of top 5% of earners: from minority ethnic communities	JP	0	0	0	0	0	0	0	0	0			
BV11c	The percentage of top 5% of earners: with a disability	JP	5	4	4.2	4.34	4.55	4.55	4.55	4.55	4.76			

Ref	Description	HoS	2006/07 Actuals											
			Apr. 06	May. 06	Jun. 06	Jul. 06	Aug. 06	Sep. 06	Oct. 06	Nov. 06	Dec. 06	Jan. 07	Feb. 07	Mar. 07
BV12	The average number of working days lost due to sickness.	JP	0.92	1	0.96	0.89	0.88	0.90	0.91	0.91	0.89			
BV14	The percentage of employees retiring early (excluding ill-health)	JP	0	0	0	0	0	0.3	0.3	0	0			
BV15	The percentage of employees retiring on grounds of ill-health	JP	0	0	0	0	0	0	0.3	0	0			
BV16a	The percentage of employees with a disability	JP	1	1.2	1.2	1.12	1.18	2.2	1.96	1.97	1.97			
BV16b	The percentage of the population with a disability (Census 2001)	JP	11.73	11.73	11.73	11.73	11.73	11.73	11.73	11.73	11.73			
BV17a	The percentage of employees from minority ethnic communities	JP	0.75	0.99	0.99	0.97	0.95	0.98	0.98	0.98	0.98			
BV17b	The percentage of population from minority ethnic communities (Census 2001)	JP	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18			
BV156	The percentage of Authority buildings' public areas that are suitable and accessible to the disabled.	AB	Not known	Not known	Not known	Not known	Not known	Not known	Not known	Not known	Not known			

Local Indicators - Corporate Health

LPI Corporate	% of full responses sent within 10 days	HB	82.00	73.00	70.00	73.00	73.00	88.00	89.00	95.80	95.45			
LPI Legal Services	% draft S106 sent out within 10 days.	CF	100%	100%	100%	100%	100%	100%	100%	100	100			
LPI Financial Services	Financial monitoring reports sent to members	JLP	?	?	?	100%	100%	100%	100%	100	100			
LPI Financial Services	Number of days to complete systems and account reconciliation work.	JLP	?	?	?	4.00	3.00	3.00	3.33	5.33	3			
LPI Financial Services	Number of weeks to do NDR & CTax reconciliations	JLP	?	?	?	3.00	3.00	4.00	4.00	3	2			
LPI Financial Services	% of audit assignments completed in timescale	JLP	?	?	?	100.00	100.00	89.00	90.00	92	93			
LPI Financial Services	% of the scheduled audit plan delivered	JLP	?	?	?	3.00	13.00	30.00	33.00	40	47			
LPI Human Resources	% of staff appraisals undertaken	JP	n/a	n/a	n/a	n/a	99	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Ref	Description	HoS	2006/07 Actuals											
			Apr. 06	May. 06	Jun. 06	Jul. 06	Aug. 06	Sep. 06	Oct. 06	Nov. 06	Dec. 06	Jan. 07	Feb. 07	Mar. 07
LPI Human Resources	% of staff turnover	JP	1.25	0.74	0.74	1.21	0.95	1.47	0.49	0.49	1.23			
LPI IT Services	% of helpdesk call closed within timescales	DP	96.89	93.98	93.89	96.45	84.1	72.54	66.92	62.91	64.85			

**Local Indicators for Customer Service Centre**

CSC	Monthly Call Volumes Customer Contact Centre	DP	10,784	13,548	9,083	8,324	7,142	7,179	6,839	6,548	5,998			
CSC	Monthly Call Volume Council Switchboard	DP		10,795	10,963	9,123	8,803	7,614	7,923	7,841	5,761			
CSC	Resolution at First Point of Contact all services	DP	77.96	76.58	82.88	83.2	82.03	84	0.84	86	82			
CSC	Resolution at First Point of Contact Telephone	DP	77.3	76.76	83.14	81.93	78.94	83	0.82	85	80			
CSC	Resolution at First Point of Contact Face to Face	DP	81.1	76.99	84.45	89.09	93.52	91	0.92	92	90			
CSC	Customer Satisfaction Rating	DP	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual
CSC	Telephone Service Factor (monthly target)	DP	28.2	32.98	38.4	52.45	48.96	53	65.00	63	73			
CSC	Telephone Service Level (% of days in month TSF met)	DP	32	36	45	58	54	42	56	19	25			
CSC	Average Speed of Answer	DP	88	71	68	46	44	35	30	25	25			
CSC	% of Calls Answered	DP	62	72	73	83	76	75	84	74	87			
CSC	Finance - Number of transactions face to face (cashier)	DP	2,987	3,068	3,086	3,008	2,760	2,757	2,789	2,747	2,195			
CSC	Finance - Number of transactions by telephone taken by CSA	DP	401	376	404	363	310	309	350	369				
CSC	Finance - Number of transactions by internet	DP	131	161	162	164	147	155	176	150				
CSC	Finance - Number of transactions by Automated Telephone Payments	DP	0	0	25	54	38	70	64	57				

## BROMSGROVE DISTRICT COUNCIL

### EXECUTIVE CABINET

7<sup>th</sup> MARCH 2007

#### REVISED RISK MANAGEMENT STRATEGY

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

#### 1. Summary

1.1 To present for approval the revised Risk Management Strategy.

#### 2. Recommendation

2.1 The Executive Cabinet is recommended to consider and approve the revised Risk Management Strategy.

#### 3. Background

3.1 On an annual basis, the Council is subject to an external audit assessment on its "Use of Resources". The assessment focuses on financial management and links to the strategic management of the Council. It looks at how financial management is integrated with strategy and corporate management, supports council priorities and delivers value for money. The assessment also informs decisions about possible CPA re-categorisation.

3.2 The specific area within the "Use of Resources" assessment for risk management is section 4.1, which states "The council manages its significant business risks".

3.3 At the 18<sup>th</sup> January 2006 Executive Cabinet meeting, a Risk Management Strategy, together with the terms of reference of the Risk Management Steering Group and for Risk Officers, was approved. Following approval of the strategy, work has been ongoing to embed a robust risk management culture and adopt a corporate approach to manage Council's business risks.

3.4 In January 2007, responsibility for facilitating the implementation of the Council's risk management approach was moved to the Internal Audit section. As part of this transfer, a full review of the Council's approach was completed, which included an assessment of the Council's current Risk Management Strategy. Following this review, the Council's approach to managing its business risks has been updated, and the Risk Management Strategy has been revised to reflect these changes.

#### **4. Revised Risk Management Strategy**

4.1 Risk management is not a concept that exists in isolation and must be viewed in terms of the way in which all decisions; policies, acts or omissions could impact on the Council and its ability to achieve its vision, values, objectives and priorities. In summary, risk management is the process of:

- Identifying risks that may prevent the Council achieving its strategic and operational objectives;
- Evaluating their potential consequences; and
- Avoiding or implementing the most effective way of controlling them.

It is also about considering business opportunities as well as threats.

4.2 The aim of this strategy is to ensure that Bromsgrove District Council adopts best practice in the identification, analysis and management of its risks. The real value of risk management lies in the benefits it will deliver. Those benefits will be varied in their nature and extent and some may be more measurable than others, but they will all be important to the Council's reputation and ability to deliver improved and value for money public services. Some of the benefits include:

- Effective performance and achievement of objectives;
- Improved financial performance;
- Enhanced reputation and public confidence;
- Improved corporate governance and controlled systems;
- Early warning of problems and prioritisation of resources; and
- Improved business planning by focussing on the outcome not the process.

4.3 The Council's corporate approach to identify and manage its business risks is:

- A clear understating of the Council's corporate and operational objectives;
- To identify and assess the risks that will prevent the Council and its services from achieving their objectives;
- Completion of the standard risk management documentation, including the Risk Register and Action / Improvement Plan;
- Implementation of the actions and improvements identified;
- Monthly and quarterly monitoring and reporting on the current position for each action and improvement by the Council's Risk Management Steering Group; and
- An ongoing review of the information included in the Risk Register and Action / Improvement Plan.

4.4 As part of the new strategy and process review, the Risk Management Steering Group will also be updating the Council's Corporate Risk Register, to ensure it is accurate and reflects the Council's current objectives and priorities.

#### **5. Financial Implications**

5.1 None outside existing budgets.



**6. Legal Implications**

6.1 None.

**7. Corporate Objectives**

7.1 Council Objective 04: Improvement.

**8. Risk Management**

8.1 Implementing a Risk Management Strategy will ensure that all decisions are taken with due consideration for the relevant risks and will assist the Council to achieve its objectives, priorities, vision and values. The strategy complies with best practice, will maximise the benefits to the Council and ensure an improved corporate approach in embedding a risk management culture within the Authority.

**9. Customer Implications**

9.1 No customer implications.

**10. Other Implications**

10.1

Procurement Issues	None
Personnel Implications	None
Governance / Performance Management	Improved risk management approach.
Community Safety including Section 17 of the Crime and Disorder Act 1998	None
Policy	None
Environmental	None
Equalities and Diversity	None

**11. Others Consulted on the Report**

11.1

Portfolio Holder	No
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

## 12. Appendices

Appendix 1 – Risk Management Strategy.

### Background Papers

Executive Cabinet 18<sup>th</sup> January 2006 - Agenda item 9.

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**Bromsgrove**  
District Council

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

# Risk Management Strategy

## Risk Management Strategy

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### **1. Risk Management Statement of Intent**

The Executive Cabinet and the Corporate Management Team are collectively fully committed to implementing the Risk Management Strategy and acknowledge the contribution that it will make to the governance of the organisation. The Risk Management Strategy will also assist the Council in achieving its objectives, priorities, vision and values. Overall responsibility for ensuring that risks are effectively managed lies with both the Executive and the Chief Executive.

## **2. Introduction**

Bromsgrove District Council is aware of the need to embed risk management across the whole organisation in a consistent manner. Employees at all levels will need to have an understanding of risk management and will be required to view it as a fundamental part of all functions carried out by the Council. The implementation of this Risk Management Strategy will ensure that all decisions are taken with due consideration for the relevant risks. This will maximise the benefits to the Council.

Risk management and internal control are firmly linked with the ability of the Council to fulfil clear corporate objectives. The Council's objectives are examined on an ongoing basis and are currently:

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

Adopting a Risk Management Strategy complies with best practice and aids in embedding a robust governance culture. The Risk Management Strategy will support the Council's Local Code of Corporate Governance, which includes the need to produce an annual Statement of Assurance. Risk management can be used to reinforce what members and senior management are seeking to achieve. By embracing risk management in this way we will focus on opportunities for the Council as well as dealing with possible threats. For risk management to be effective there must be a clear link between objectives and risks. It is therefore essential that risk management is embedded within the Council's culture and risk is considered at all levels across the Council.

## **3. Risk Management Overview**

Risk management is the process of:

- Identifying risks that may prevent the Council achieving its strategic and operational objectives;
- Evaluating their potential consequences; and
- Avoiding or implementing the most effective way of controlling them.

It is also about considering business opportunities as well as threats.

## **4. Risk Management Aims and Objectives**

The aim of this strategy is to ensure that Bromsgrove District Council adopts best practice in the identification, analysis and management of its risks.

- a) To do this it will need to achieve the following objectives:
- Embed risk management into the culture and operations of the Council to facilitate effective decision making.
  - Adopt a systematic approach to risk management as an integral element of performance management.
  - Manage risks in accordance with best practice.
  - Ensure that service areas have clear accountability for both ownership and tools to effectively manage risk.
  - Support sustainable improvements in service delivery and the achievement of best value.
- b) These objectives will be achieved by:
- Establishing clear roles and responsibilities and reporting lines within the Council's management structure.
  - Incorporating risk management within the Council's decision making, business and performance management processes.
  - Monitoring risk management and internal control arrangements on a regular basis.
  - Reinforcing the importance of effective risk management through workshops, training, communications and shared learning opportunities.
  - Providing suitable insurance or other arrangements to manage the impact of potential risks.
  - A commitment to ensure that the Council's exposure to risks is cost effectively managed and that systems are in place to track and report upon any existing and emerging risks that could cause damage to the Council or its stakeholders.

Risk management is not a concept that exists in isolation and must be viewed in terms of the way in which all decisions; policies, acts or omissions could impact on the Council and its ability to achieve its vision, values, objectives and priorities.

## **5. Risk Management Benefits**

Risk Management is a means to an end, it is not an end in itself and will not eliminate risks. The real value of risk management lies in the benefits it will deliver. Those benefits will be varied in their nature and extent and some may be more measurable than others, but they will all be important to the Council's reputation and ability to deliver improved and value for money public services. Some of the benefits we can expect include:

- Effective performance and achievement of objectives;
- Improved financial performance;
- Increased support and justification for the decision making process;
- Enhanced reputation and public confidence;

- Improved corporate governance and controlled systems;
- Effective human resources management;
- Improved insurance management;
- Early warning of problems;
- Prioritisation of resources;
- Improved business planning by focussing on the outcome not the process; and
- Managers becoming confident risk takers.

## 6. Risk Management Roles and Responsibilities

In order to ensure the successful implementation of this strategy, responsibilities for risk management are detailed below.

Role	Responsibilities
Members	<ul style="list-style-type: none"> <li>• Understanding risk management and its benefits.</li> <li>• Demonstrating a commitment to and ensure sufficient priority and profile for risk management.</li> <li>• Clearly expressing corporate objectives, priorities, vision and values.</li> <li>• Contributing to the identification, analysis and prioritisation of corporate risks.</li> <li>• Portfolio Holders own service specific risks and ensure the Head of Service manages risk within their area.</li> </ul>
Executive Cabinet	<ul style="list-style-type: none"> <li>• Overseeing effective risk management across the Council.</li> <li>• Agreeing Bromsgrove District Council's Risk Management Strategy.</li> <li>• Ensuring that risk management is delivered by the Chief Executive and Corporate Management Team, on behalf of the Executive Cabinet.</li> <li>• Ensuring that a corporate risk register is established, including details of the actions taken to mitigate against the risks identified, and that this is regularly monitored.</li> </ul>
Audit Board	<ul style="list-style-type: none"> <li>• Oversight of the Corporate Risk Register.</li> <li>• Scrutinising the Council's decisions to ensure that they meet the requirements of effective risk management.</li> <li>• Promoting a risk management culture across the Council.</li> </ul>
Risk Management Steering Group	<ul style="list-style-type: none"> <li>• To develop and continually review an effective and appropriate Risk Management Strategy.</li> <li>• To develop an integrated culture of good risk management across the Council.</li> <li>• To keep abreast of Government initiatives, best practice and requirements outlined in guidance and legislation.</li> <li>• To consolidate a Strategic Risk Register.</li> <li>• To keep the Executive Cabinet and Audit Board briefed and up to date on risk management issues and to actively encourage involvement/input from all Members.</li> </ul>

Role	Responsibilities
	<ul style="list-style-type: none"> <li>To raise awareness of Risk Management throughout the Council.</li> </ul>
Corporate Management Team	<ul style="list-style-type: none"> <li>Ensuring effective implementation, monitoring, and review of the Council's Risk Management Strategy.</li> <li>Identifying and managing the corporate risks and opportunities facing the Council.</li> <li>Overall co-ordination of risk management across the Council.</li> <li>Being responsible for ensuring that the Council fully complies with all Corporate Governance requirements, including the Annual Statement of Internal Control.</li> </ul>
Chief Executive	<ul style="list-style-type: none"> <li>Leading a risk management culture across the Council.</li> <li>Advising members on effective risk management and recommending to members a Risk Management Strategy.</li> </ul>
Corporate Directors and Assistant Chief Executive	<ul style="list-style-type: none"> <li>Ensuring that within their Departments, risk management is implemented in line with the Council's Risk Management Strategy.</li> <li>Appointing Risk Champions for their Departments and authorising the Risk Champion to progress effective risk management that adheres to corporate guidelines.</li> <li>Identifying and managing risks within their Departments.</li> </ul>
Heads of Service	<ul style="list-style-type: none"> <li>Ensuring that risk management within their area of responsibility is implemented in line with the Council's Risk Management Strategy.</li> <li>Identifying, analysing and profiling of risks arising from their areas of responsibility within the Departmental risk register, and prioritising and initiating action on them.</li> <li>Balancing an acceptable level of operational risk against operational objectives and business opportunity.</li> <li>Reporting systematically and promptly, to the Risk Management Steering Group any perceived new risks or failures of existing control measures.</li> </ul>
Service Managers	<ul style="list-style-type: none"> <li>Communicating the corporate approach to risk management to staff.</li> <li>Ensuring that they and their staff are aware of the corporate requirements, seeking clarification from the Risk Champion, when required.</li> <li>Working with the Risk Champion in order to facilitate the effective operation of the risk champion's role.</li> </ul>
Risk Champions	<ul style="list-style-type: none"> <li>Acting as the main contact for their Departments and its management on risk matters, and ensuring that corporate information and requirements are communicated to their Head of Service.</li> </ul>



Role	Responsibilities
	<ul style="list-style-type: none"> <li>• Progressing effective risk management that adheres to corporate guidelines, across their Department, including ensuring that all reporting requirements are met.</li> <li>• Providing support on risk management to Directors, Heads of Service, and other managers within the Department.</li> <li>• Promoting the benefits of risk management across the Department.</li> <li>• Maintaining, on behalf of Heads of Service, a Service Area Risk Management Spreadsheet, that complies with corporate guidelines.</li> </ul>
Employees	<ul style="list-style-type: none"> <li>• Understanding their accountability for individual risks and how they can enable continuous improvement of risk management and risk awareness.</li> <li>• Reporting systematically and promptly to their manager any perceived new risks or failures of existing control measures.</li> </ul>
Internal Audit	<ul style="list-style-type: none"> <li>• Facilitating the implementation of the Council's Risk Management approach, in partnership with Departmental Risk Champions.</li> <li>• Request quarterly returns that are reported to the Risk Management Steering Group.</li> <li>• Auditing the key elements of the Council's risk management process.</li> <li>• Using the results of the Council's risk management process to focus and inform the overall internal audit plan.</li> <li>• Ensuring that internal controls are robust and operating correctly.</li> </ul>

## 7. Risk Management Process

Bromsgrove District Council's risk management process consists of six clear steps:

a) Knowledge of corporate and operational objectives:

The starting point for risk management is a clear understanding of what the organisation and service is trying to achieve, providing a clear linking to the Council's overall objectives and priorities. Risk management is about managing the threats that may hinder delivery of our objectives and priorities by maximising the opportunities that will help to deliver them. Therefore effective risk management should be clearly aligned to the strategic planning process, and should take into account the environment within which the Council operates.

b) Identifying and assessing risks:

This process involves determining an event or events that will prevent the Council or service area from achieving its objectives. Once the specific circumstances have been identified, the impact on the objective and the likelihood the event will occur needs to be established. To help guide the impact and likelihood assessment, Bromsgrove District Council has adopted a guide Risk Scorecard (attached in Appendix 2).

Once a high, medium or low score has been allocated for both the impact and likelihood, an overall risk colour and score needs to be established for each objective. Bromsgrove District Council has approved a three by three Risk Matrix (attached in Appendix 3).

Once all objectives have been identified and impact assessed, a decision needs to be taken about how to manage the risk. Any necessary action required should be detailed in the Risk Register.

c) Completing the Risk Register:

Once the relevant objectives have been established, impact assessed and improvements identified, the Council's approved Risk Management Details Spreadsheet needs to be completed (a copy can be obtained from the Internal Audit section). The Risk Management Details Spreadsheet provides details of:

- Each relevant corporate or service objective;
- Current and acceptable risk scores;
- Current key controls; and
- Established improvement actions.

d) Risk treatment:

Once the Risk Register has been completed, the Risk Register Actions sheet should be updated. The Risk Register Actions sheet contains all the previously identified actions and improvements that will help reduce the current risk score to an acceptable level. As well as the actions and improvements, the sheet should also detail:

- The Responsible Officer's name and job title;
- A target completion date; and
- A process for monitoring implementation of the actions and improvements on a quarterly basis.

e) Monitoring and reporting:

Every quarter Internal Audit will request a "current position" for each action and improvement. This information will be reported to the Risk Management Steering Group, in accordance with the management information requested.

The Risk Management Steering Group will then report to the Executive Cabinet, Audit Board or Corporate Management Team, as required.

f) Reviewing:

The Risk Management Details Spreadsheet should be reviewed on an ongoing basis to ensure that new risks are detected and managed. Any new red risks will be reported to the Risk Management Steering Group for discussion and monitoring.

## **8. Corporate Governance**

Corporate governance is the system by which councils direct and control their functions and relate to their communities. This is achieved by the way the Council manages its business, determines its strategies and objectives, and actually achieves those objectives.

The fundamental principles are openness, inclusivity, integrity and accountability.

This Risk Management Strategy forms part of Bromsgrove District Council's corporate governance arrangements and supports compliance with the Council's Local Code of Corporate Governance.

## **9. Internal Control**

Internal controls are those elements of an organisation (including resources, systems, processes, culture, structure and tasks) that, taken together, support people in the achievement of objectives. Internal financial control systems form part of the wider system of internal controls.

The Council's system of internal control is part of its risk management process and has a key role to play in the management of significant risks to the fulfilment of its business objectives.

## **10. Performance Management**

Risk management is closely aligned to performance management and this is reflected in the mirroring of requirements between the Risk Management Strategy and the Minimum Standard for Performance Management. This link is strengthened by the requirement that committee reports include a section on risk management.

Departmental Risk Registers are also included and cross referenced to Service Business Plans and are included as part of the Council's planning process.

## **11. Project Management**

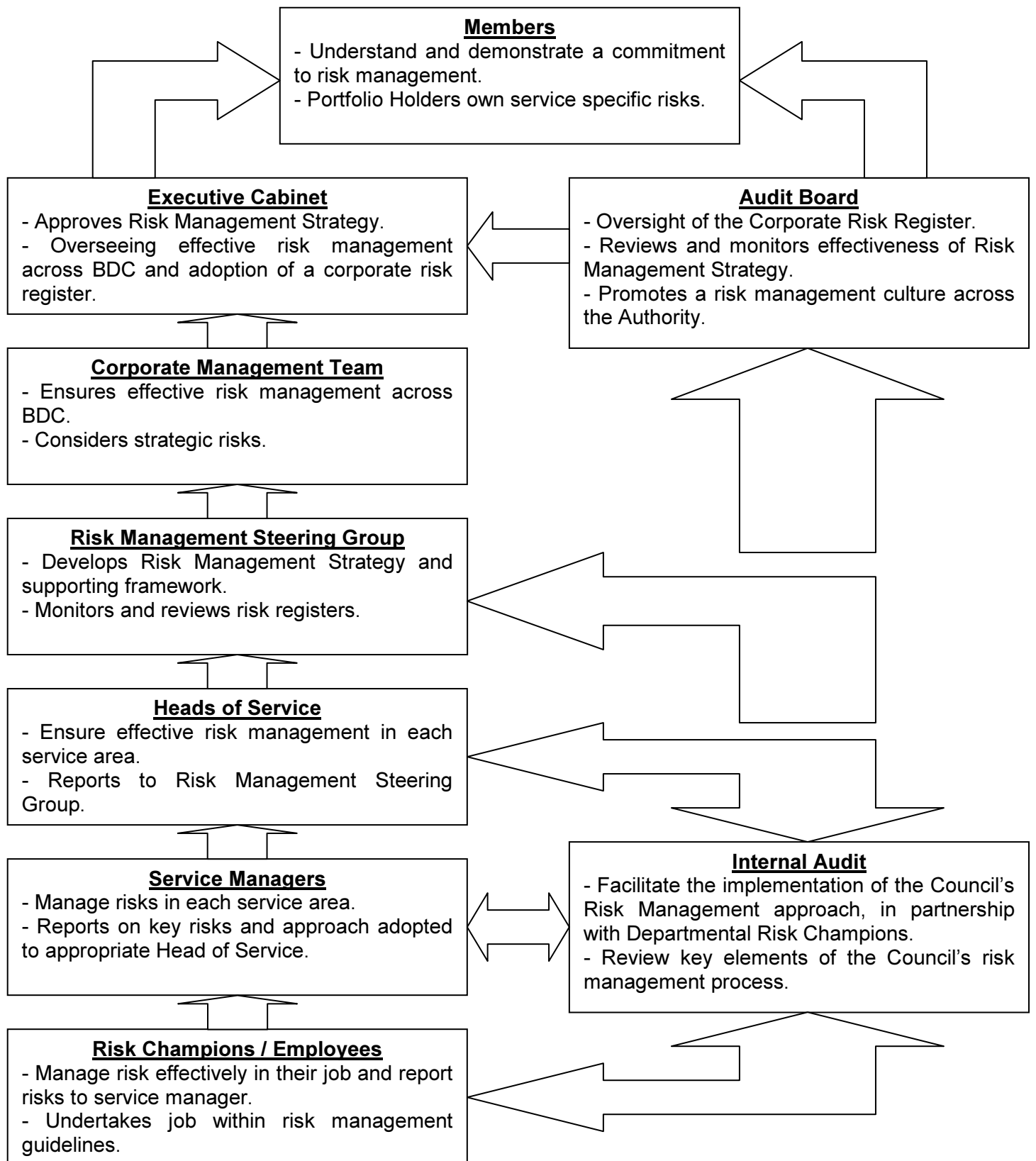
Bromsgrove District Council has adopted a standard Project Management methodology. Included in the documentation is a risk assessment that should be completed for all projects. The relevant risks associated with the project should be managed on a regular basis and necessary action taken to control the risks.

## **12. Internal Audit**

The Internal Audit section is responsible for facilitating the implementation of the Council's Risk Management approach, in partnership with Departmental Risk Champions.

The Internal Audit section will also independently review key elements of the Council's risk management process on an annual basis and report any findings to the Executive Cabinet, Audit Board, Corporate Management Team, Risk Management Steering Group or Chief Executive, as required.

**Risk Management Framework**



**Risk Scorecard**

The guide Impact categories are:

Category	Impact		
	LOW	MEDIUM	HIGH
<b>Financial</b>	<ul style="list-style-type: none"> <li>• &lt; £150k.</li> <li>• Minor non-compliance with internal financial procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• £150k - £300k.</li> <li>• Significant non-compliance with internal financial procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• &gt; £300k.</li> <li>• Major non-compliance with internal financial procedures.</li> </ul>
<b>Political</b>	<ul style="list-style-type: none"> <li>• Minor issues identified by assurance reviews.</li> <li>• Minor adverse Local media.</li> <li>• Minor BVPI issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Significant issues identified by assurance reviews.</li> <li>• Significant adverse Local media.</li> <li>• Significant BVPI issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Major issues identified by assurance reviews.</li> <li>• Major adverse Local, Regional or National media.</li> <li>• Major BVPI issues.</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>• Service delay.</li> <li>• Stakeholders consulted and concerns considered.</li> </ul>	<ul style="list-style-type: none"> <li>• Service suspended.</li> <li>• Limited stakeholder consultation.</li> </ul>	<ul style="list-style-type: none"> <li>• Service cancelled.</li> <li>• Stakeholders not consulted and concerns not considered.</li> </ul>
<b>Technical</b>	<ul style="list-style-type: none"> <li>• Minor system problems.</li> <li>• Minor impact on resources (staff, equipment, buildings, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• Significant system problems.</li> <li>• Significant impact on resources (staff, equipment, buildings, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• Major system problems.</li> <li>• Major impact on resources (staff, equipment, buildings, etc.).</li> </ul>
<b>Legal</b>	<ul style="list-style-type: none"> <li>• Minor non-compliance with legislation or statutory requirements.</li> <li>• Minor penalty or warning.</li> </ul>	<ul style="list-style-type: none"> <li>• Significant non-compliance with legislation or statutory requirements.</li> <li>• Significant penalty or warning.</li> </ul>	<ul style="list-style-type: none"> <li>• Major non-compliance with legislation or statutory requirements.</li> <li>• Major penalty or warning.</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>• Minor District health or cleanliness issues.</li> <li>• Minor schemes not consistent with stakeholder expectations.</li> </ul>	<ul style="list-style-type: none"> <li>• Significant District health or cleanliness issues.</li> <li>• Significant schemes not consistent with stakeholder expectations.</li> </ul>	<ul style="list-style-type: none"> <li>• Major District health or cleanliness issues.</li> <li>• Major schemes not consistent with stakeholder expectations.</li> </ul>

The guide Likelihood categories are:

	Likelihood		
Category	LOW	MEDIUM	HIGH
Occurrence	> 18 months	6 - 18 months	< 6 months
Probability	< 30%	30% - 70%	> 70%

**Risk Matrix**

Once the Impact and Likelihood of each the risk has been established, the results should be input into the following matrix and a final risk score identified:

		Impact		
		LOW	MEDIUM	HIGH
Likelihood	HIGH	3	6	9
	MEDIUM	2	4	6
	LOW	1	2	3



**Related Documents**

- a) Annual & Strategic Audit Plan.
- b) Anti Fraud & Corruption Strategy.
- c) Audit Board Operating Arrangements and Terms of Reference.
- d) Conditions of Service.
- e) Contract Procedure Rules.
- f) Financial Standards and Regulations.
- g) Internal Control Framework.
- h) Local Code of Corporate Governance and Statement of Assurance.
- i) Member Code of Conduct.
- j) Officer – Member Protocol.
- k) Officer Code of Conduct.
- l) Project Management Methodology.
- m) Service Business Plans.
- n) Statement of Accounts.
- o) Statutory Officer Responsibilities.
- p) The Constitution.

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## BROMSGROVE DISTRICT COUNCIL

### EXECUTIVE CABINET

7<sup>th</sup> MARCH 2007

#### REVISED CONFIDENTIAL REPORTING CODE

Responsible Portfolio Holder	Councillor Caroline Spencer
Responsible Head of Service	Head of Legal and Democratic Services

#### 1. Summary

1.1 To present for approval the revised Confidential Reporting Code.

#### 2. Recommendation

2.1 The Executive Cabinet is recommended to

- consider and approve the revised Confidential Reporting Code.
- delegate to the Head of Legal and Democratic Services the authority to amend the Code following the necessary consultation with the Unions and any other relevant bodies.

#### 3. Background

3.1 The Council is subject to an annual external audit assessment on its "Use of Resources". The assessment focuses on financial management and links to the strategic management of the Council. It looks at how financial management is integrated with strategy and corporate management, supports council priorities and delivers value for money. The assessment also informs decisions about possible CPA re-categorisation.

3.2 Section 4.3 of the "Use of Resources" assessment states "The council has arrangements in place that are designed to promote and ensure probity and propriety in the conduct of its business". Specifically, within this section the assessment requires the Council to maintain "a whistleblowing policy which has been communicated to staff and those parties contracting with the Council".

3.3 The Council has previously adopted a Confidential Reporting Code, however, the document has not been revised or updated since 2004.

3.4 The Council has existing procedures in place for workers to lodge grievances relating to their own employment. The Confidential Reporting Code is intended to cover concerns that fall outside the scope of other procedures. Such concerns may be:

- something that is unlawful;
- against the Council's Constitution or policies;
- falls below any approved code of practice; or
- amounts to improper conduct.

3.5 The Code does not replace the Corporate Complaints Procedure.

#### **4. Revised Confidential Reporting Code**

4.1 The Council should develop a culture where individuals are confident enough to raise concerns and to question and act upon those concerns without fear of subsequent disadvantage. A clear framework outlining procedures and safeguards enable employers to tackle individual concerns quickly and effectively. The aim of the Council's Confidential Reporting Code is to:

- Encourage workers to feel confident in raising serious concerns and to question and act upon concerns about practice;
- Provide an avenue for workers to raise those concerns or make allegations and receive feedback on any action taken;
- Ensure that workers receive a response to their concerns or allegations and to make them aware how to pursue them if they are not satisfied; and
- Reassure workers that they will be protected from possible reprisals or victimisation if they have a reasonable belief that the disclosure is made in good faith.

4.2 The main areas included in the Confidential Reporting Code are:

- An introduction to the Code and who it applies to.
- The aims and scope of the Code.
- The Public Interest Disclosure Act and how this is applied within the Council.
- Safeguards to deal with:
  - Harassment or Victimisation of Workers;
  - Confidentiality;
  - Anonymous Allegations;
  - Rights and Responsibilities of Workers; and
  - Untrue Allegations.
- The process workers should follow when raising a concern.
- Details on how the Council will respond and deal with the concern.
- Information on how the matter can be taken further.

4.3 Adoption of the revised Confidential Reporting Code is subject to the necessary consultation with the Unions and any other relevant bodies.

#### **5. Financial Implications**

5.1 None outside existing budgets.

#### **6. Legal Implications**

6.1 None.

**7. Corporate Objectives**

7.1 Council Objective 04: Improvement.

**8. Risk Management**

8.1 There are a number of risks associated with not having a Confidential Reporting Code in place. The Public Interest Disclosure Act 1998 sets out a framework for raising genuine concerns about malpractice and guarantees full protection to workers who raise such issues responsibly. The Code will ensure the Council complies with its obligations under the legislation and prevents any subsequent claims of harassment or victimisation. There is no qualifying period of protection for workers making a disclosure and no upper limit of the level of compensation that can be awarded. If a worker makes a protected disclosure and is dismissed as a result, the dismissal is automatically unfair.

8.2 A clear procedure for raising issues will help to reduce the risk that serious concerns are mishandled, whether by the individual or by the organisation.

8.3 The policy encourages individuals to raise concerns initially with the Council, rather than making a public disclosure. The policy will help the Council to resolve concerns at an early stage and to limit any potential damage to the Council's reputation in the wider community as a result of a public disclosure. The existence of a policy, together with evidence that the Council is concerned to deal effectively with any malpractice, will make it less likely that a tribunal will find that a worker was behaving reasonably by making disclosures to an outside body or person.

**9. Customer Implications**

9.1 No customer implications.

**10. Other Implications**

10.1

Procurement Issues	None
Personnel Implications	None
Governance / Performance Management	Improved standards of openness, probity and accountability.
Community Safety including Section 17 of the Crime and Disorder Act 1998	None
Policy	None
Environmental	None
Equalities and Diversity	None

## 11. Others Consulted on the Report

### 11.1

Portfolio Holder	No
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

## 12. Appendices

Appendix 1 – Confidential Reporting Code.

### Background Papers

- Executive Cabinet 22<sup>nd</sup> February 2006 (Agenda item 9) – Anti Fraud & Corruption Strategy.
- Executive Cabinet 6<sup>th</sup> September 2006 (Agenda item 23) – Financial Regulations.

### Contact officer

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**Bromsgrove**  
District Council

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

# **Confidential Reporting Code**

## Confidential Reporting Code

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### **1. Introduction**



- 1.1 This Code applies to all staff working for the Council, both full and part time, temporary and casual and it also covers agency and contractor staff. Reference to workers within this Code covers all of these categories.
- 1.2 Although not covered by the Public Interest Disclosure Act 1998, Members are also encouraged to use this Code to raise concerns to ensure a consistent protocol is applied.
- 1.3 Workers are often the first to realise that there may be something wrong within the Council. However, they may not express their concerns or make allegations because they feel that speaking up would be disloyal to their colleagues or to the Council. They may also fear harassment or victimisation. In these circumstances it may be easier to ignore the concern rather than report what may just be a suspicion of malpractice.
- 1.4 The Council is committed to the highest possible standards of openness, probity and accountability. In line with that commitment we expect workers and others that we deal with, who have serious concerns about any aspect of the Council's work to come forward and voice those concerns.
- 1.5 This Code makes it clear that you can do so without fear of victimisation, subsequent discrimination or disadvantage. This Code is intended to encourage and enable workers to raise concerns or make allegations within the Council rather than overlooking a problem or 'blowing the whistle' outside. Anyone responsible for victimising a worker who uses this Code will be subject to disciplinary action.
- 1.6 This Code, when applicable, also applies to suppliers and those providing services under a contract with the Council.
- 1.7 This Code is in addition to the Council's Code of Conduct, Local Disciplinary Procedure, Grievance Procedure, Harassment Policy, Complaints Process and other policies and procedures.
- 1.8 This Code will be discussed with the relevant trade unions to ensure it has their support.

## **2. Aims and Scope of the Code**

- 2.1 This Code aims to:
  - encourage you to feel confident in raising serious concerns and to question and act upon concerns about practice;
  - provide avenues for you to raise those concerns or make allegations and receive feedback on any action taken;

- ensure that you receive a response to your concerns or allegations and that you are aware of how to pursue them if you are not satisfied;
- reassure you that you will be protected from possible reprisals or victimisation if you have a reasonable belief that you have made any disclosure in good faith.

2.2 This Code is not intended to cover concerns that can be progressed under existing Human Resource procedures. There are existing procedures in place for workers to legitimately complain about harassment, violence and aggression, discrimination and instances where they feel they have a grievance. The Confidential Reporting Code is intended to cover concerns or allegations that fall outside the scope of other procedures. These concerns or allegations include:

- conduct which is an offence or a breach of law;
- disclosures related to miscarriages of justice;
- health and safety risks, including risks to the public as well as other workers;
- damage to the working environment;
- the unauthorised use of public funds;
- misappropriation of money, materials and equipment, or other irregularities;
- possible fraud and corruption;
- sexual or physical abuse of clients; or
- other unethical conduct.

2.3 The above does not represent an exhaustive list of areas covered by this Code. Any serious concern that you have about any aspect of service provision or the conduct of officers or Members of the Council or others acting on behalf of the Council can be reported, together with any allegations that you may wish to make, under the Code. This may be about something that:

- makes you feel uncomfortable in terms of known standards, your experience, or the standards that you believe the Council subscribes to;
- is against the Council's Financial Standing Orders, Financial Regulations, Contracts Procedure Rules or general procurement procedures;
- falls below established standards of practice; or
- amounts to improper conduct.

3.3 This Code does not replace the Corporate Complaints Procedure.

### **3. The Public Interest Disclosure Act 1998**

3.1 The Public Interest Disclosure Act 1998, called the "Whistleblowers Act" provides protection for workers who disclose information that

might otherwise be regarded as confidential. The Act makes it clear that where the nature of such a disclosure falls into one of six categories detailed below and the manner of the disclosure is one permitted by the Act; workers will have protection in law from detrimental action by the employer. The six categories are:

1. a criminal offence has been, is being, or is about to be committed;
2. the employer is failing to comply with legal obligations;
3. a miscarriage of justice has happened or is likely to happen;
4. an individual's health and safety is being jeopardised;
5. the environment is, or is likely to be damaged; or
6. information falling into one of the above categories which has been, is being or is likely to be, deliberately concealed.

3.2 An worker does not have to show that, for example, a criminal offence has been committed. He or she has to have a reasonable belief that this is the case. It will be for an employment tribunal to decide whether or not such a belief was reasonable.

3.3 The Act gives protection to workers who make disclosures to specified persons in various circumstances. Protection applies where a disclosure is made:

- to the employer or to another responsible person provided the worker acts in good faith;
- in the course of obtaining legal advice; or
- to a person or body prescribed by the Secretary of State, provided the worker acts in good faith and reasonably believes the information falls within the potentially protected categories and is substantially true.

3.4 The Act also gives protection to workers who make "external" disclosures to persons other than listed above. Workers however will only be protected under this general category if they have previously disclosed the matter to the employer or a prescribed body or have not done so because they reasonably believe they would have been victimised or evidence would have been concealed or destroyed. They must also:

- make the disclosure in good faith;
- reasonably believe that the information, and any associated allegation, are substantially true;
- not act for personal gain; and
- act reasonably.

3.5 In deciding whether a worker has acted reasonably, all the circumstances will be taken into account but in particular:

- the identity of the person to whom the disclosure is made;
- the seriousness of the relevant offence;
- whether the offence is continuing or is likely to occur in the future;
- whether the disclosure is made in breach of a duty of confidentiality owed by the employer to any other person;
- any action the employer or prescribed person might reasonably be expected to take as a result of a previous disclosure; and
- whether in making the disclosure to the employer the worker complied with any procedure approved by the employer.

3.6 In disclosing “exceptionally serious” breaches, i.e. where the subject of the disclosure is sufficiently serious to disclose it to persons other than detailed in paragraph 3.3, the worker will be protected as long as:

- the disclosure is made in good faith;
- the worker believes that the information disclosed and any associated allegation are substantially true;
- the disclosure is not made for personal gain;
- the matter disclosed is of an exceptionally serious nature; and
- in all the circumstances it is reasonable for the worker to make the disclosure.

#### **4. Safeguards**

##### **a) Harassment or Victimisation of Workers**

- 4.1 The Council is committed to good practice and high standards and wants to be supportive of workers.
- 4.2 The Council recognises that the decision to report a concern can be a difficult one to make, not least because of the fear of reprisal from those responsible for the malpractice. The Council will not tolerate any harassment or victimisation (including informal pressures), and will take appropriate action, including the application of the Disciplinary Procedure, to protect a worker who raises a concern or makes an allegation in good faith.
- 4.3 In accordance with the Public Interest Disclosure Act 1998 a worker cannot be dismissed or selected for redundancy as a result of making a disclosure. In addition an employer cannot withhold a pay rise, object to a promotion or not give training.
- 4.4 This does not mean that if you are already the subject of disciplinary or redundancy procedures, that those procedures will be halted as a result of whistleblowing.

**b) Confidentiality**

- 4.5 All concerns will be treated in confidence and every effort will be made not to reveal your identity if you so wish.
- 4.6 At appropriate time, however, you may need to come forward as a witness. If whistleblowers are required to give evidence in criminal or disciplinary proceedings, the Council will arrange for them to receive advice and support.

**c) Anonymous Allegations**

- 4.7 This Code encourages you to put your name to your allegation. Concerns expressed anonymously are much less powerful but will be considered at the discretion of the Council.
- 4.8 In exercising this discretion the factors to be taken into account would include the:
- seriousness of the issues raised;
  - credibility of the concern or allegation; and
  - likelihood of confirming them from attributable sources.

**d) Rights and Responsibilities of Workers**

- 4.9 All workers are required to report any issue of concern regarding the provision of services or management of those services. In the majority of cases, this will be done through the usual line management channels.
- 4.10 Workers are expected to report concerns as soon they arise and avoid any unnecessary delay in doing so.
- 4.11 Other than raising concerns in good faith, workers are not required to 'prove' the truth of any allegation. However, a complainant will need to demonstrate that there are reasonable grounds for the concern, and will be expected to co-operate with any investigation that takes place.
- 4.12 When any meeting or interview is arranged, workers may, if they so wish, be accompanied by a trade union official or a workplace colleague.

**e) Untrue Allegations**

- 4.13 If you make an allegation in good faith, but it is not confirmed by the investigation, no action will be taken against you. However, if you make malicious or vexatious allegations, disciplinary action may be taken against you.

## **5. How to Raise a Concern**

5.1 As a first step, you should normally raise concerns with your immediate line manager or their superior. This depends, however, on the seriousness and sensitivity of the issues involved and who is thought to be involved in the malpractice. If you have any concerns about raising the issue with your line manager then you should approach one of the following:

- The Chief Executive;
- Section 151 Officer (Head of Financial Services);
- Monitoring Officer (Head of Legal and Democratic Services);
- Head of Human Resources and Organisational Development; or
- Internal Audit Section.

5.2 Concerns or allegations may be raised verbally or in writing. Staff who wish to make a written report are invited to use the following format:

- the background and history of the concern (giving relevant dates); and
- the reason why you are particularly concerned about the situation.

5.3 The earlier you express the concern, the easier it is to take action.

5.4 Although you are not expected to prove the truth of your concern or allegation, you will need to demonstrate to the person contacted that there are reasonable grounds for your concern or allegation.

5.5 You may invite your trade union representative, professional association representative or a friend to be present during any meetings or interviews in connection with the concerns you have raised or allegations that you have made.

5.6 Workers can obtain advice and guidance on how matters of concern may be pursued from:

- Monitoring Officer (Head of Legal and Democratic Services);
- Head of Human Resources and Organisational Development; or
- The Human Resources and Organisational Development section.

## **6. How the Council Will Respond**

6.1 The action taken by the Council will depend on the nature of the concern. The matters raised may:

- be investigated internally;
- be referred to the Police;

- be referred to the Council's external auditor; or
  - form the subject of an independent enquiry.
- 6.3 In order to protect individuals, the Council and those accused of misdeed or possible malpractice, initial enquiries will be made to decide whether an investigation is appropriate and, if so, what form it should take. The overriding principle that the Council will have in mind is the public interest. Concerns or allegations which fall within the scope of specific procedures will normally be referred for consideration under those procedures.
- 6.4 Some concerns or allegations may be resolved by agreed action without the need for investigation. If urgent action is required this will be taken before any investigation is conducted.
- 6.5 Once a concern or allegation has been received, the Council will write to you:
- acknowledging that the concern has been received;
  - indicating how it proposes to deal with the matter;
  - giving an estimate of how long it will take to provide a final response; and
  - inform you whether any initial enquiries have been made and whether or not further investigations will take place.
- 6.6 The amount of contact between the officers considering the issues and you will depend on the nature of the matters raised, the potential difficulties involved and the clarity of the information provided. If necessary, the Council will seek further information from you.
- 6.7 Where any meeting is arranged, off-site if you so wish, you can be accompanied by a trade union or professional association representative or a friend.
- 6.8 The Council will take steps to minimise any difficulties that you may experience as a result of raising a concern. For instance, if you are required to give evidence in criminal or disciplinary proceedings, the Council will arrange for you to receive advice about the procedure.
- 6.9 The persons investigating the concerns will produce a written report that:
- outlines the concern / allegation;
  - details the investigation process;
  - gives the outcome of the investigation; and
  - details recommendations where appropriate.

- 6.10 The Council accepts that the worker needs to be assured that the matter has been properly addressed. Thus, subject to legal constraints, they will be informed of the outcome of any investigation.
- 6.11 If the person who expressed the concern is not satisfied with the outcome then they have the right to take matters further as detailed below in Section 8.

## **7. The Responsible Officer**

- 7.1 The Council's Monitoring Officer (Head of Legal and Democratic Services) has overall responsibility for the maintenance and operation of this Code. The Head of Legal and Democratic Services will report as necessary on the operation of the Code, but not on individual cases, to the Council's Audit Board.

## **8. How the Matter Can Be Taken Further**

- 8.1 This Code is intended to provide you with an avenue to raise concerns within the Council and the Council hopes you will be satisfied. If you are not, and if you feel it is right to take the matter outside the Council, the list below shows possible contact points:
- The Council's External Auditor.
  - Audit Commission (Public Interest Disclosure Line 0845 052 2646).
  - Trade Unions;
  - Professional Bodies; or
  - Police.
- 8.2 If a worker is unsure whether or how to raise a concern or wants confidential advice, contact can be made with the independent charity "Public Concern at Work" on 020 7404 6609 or at [helpline@pcaw.co.uk](mailto:helpline@pcaw.co.uk). Their lawyers can provide free confidential advice on how to raise a concern about serious malpractice at work.
- 8.3 If concerns are raised through Trade Unions or Professional Bodies then it is expected that the Trade Union / Professional Body representative will act in accordance with this Code and with the Public Interest Disclosure Act 1998 with regard to the information disclosed. Such a disclosure made by a worker will not be treated as grounds for disciplinary action.
- 8.4 If you do take the matter outside the Council, you should take into consideration the requirements in relation to the disclosure of confidential information as set out in this Code.



## BROMSGROVE DISTRICT COUNCIL

### EXECUTIVE CABINET

7TH MARCH 2007

#### PLANNING WORKING GROUP - REVIEW OF PUBLIC SPEAKING AT PLANNING COMMITTEE

Responsible Portfolio Holder	Councillor Mrs. J. Dyer M.B.E.
Responsible Head of Service	Head of Planning and Environment Services Head of Legal and Democratic Services

#### 1. SUMMARY

- 1.1 Public speaking was introduced on a trial basis at the September 2006 meeting of the Planning Committee. At its Meeting just before Planning Committee on Monday, 5th February 2007, the Planning Working Group reviewed the implementation of public speaking at the Committee, and received feedback from Members, officers and the public.

#### 2. RECOMMENDATION

- 2.1 The recommendations of the Working Group to the Executive Cabinet are:
- (i) that Meetings of the Planning Committee continue to commence at 2.00 p.m.;
  - (ii) that the approach taken by other local authorities in notifying interested parties of the opportunity to speak at the Committee meetings be investigated, and incorporated into the Council's relevant processes as a benchmark of standard (or best) practice; and
  - (iii) that the public speaking facility be continued, and reviewed again in twelve months time.

#### 3. BACKGROUND

- 3.1 Public speaking at Planning Committee Meetings was introduced, on a four month trial basis, in September 2006. The meeting of the Planning Working Group was arranged so as to review the implementation of public speaking, receive feedback from Members, officers and the public, and to review how meetings of the Planning Committee have been conducted during the trial period.
- 3.2 "Customer Feedback Forms" have been made available at all meetings of the Planning Committee in an attempt to obtain the comments, views and observations of those members of the public who are able to address the

Committee. Furthermore, prior to the meeting of the Working Group, a random sample of persons who had spoken at Committee were contacted to seek any further views they may have wished to express.

- 3.3 The Working Group felt that since the trial period had begun at the September 2006 meeting, the public speaking facility had gone well, with few problems. Feedback from members of the public, although limited to informal (verbal) responses - as opposed to completion of the "Customer Feedback Forms" - had also been largely positive.
- 3.4 The main difficulty which had been encountered during the trial period had occurred with high profile, sensitive and / or controversial applications, which may involve, for example, large-scale developments, or telecommunications notifications. The Head of Planning and Environment Services reported that, in some instances, he had notified over one hundred respondents making representations about a single application of the opportunity to speak at Planning Committee. He added that, in such instances, this caused a disproportionate amount of extra work when, eventually, only one person would be permitted to speak to the Committee. It was suggested that the approach taken by other local authorities be investigated, and incorporated into the Council's relevant processes.
- 3.5 Members also considered whether meetings of the Planning Committee should start at a later time but it was generally felt that 2.00 p.m. was acceptable.

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

- 4.1 It is anticipated that there are no adverse financial implications as a result of the above recommendations.

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

- 5.1 There are no legal implications arising from any matters referred to in this report.

#### **6. CORPORATE OBJECTIVES**

- 6.1 To be an efficient and effective Council.

#### **7. RISK MANAGEMENT**

- 7.1 There are no risks associated with the matters referred to in this report.

#### **8. CUSTOMER IMPLICATIONS**

- 8.1 Public speaking at Meetings of the Planning Committee enable our customers to have an active role in the decision making process.

9. **OTHER IMPLICATIONS**

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

10. **OTHERS CONSULTED ON THE REPORT**

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

12. **BACKGROUND PAPERS**

- (1) Completed Customer Feedback Form
- (2) Schedule of persons registered to speak at Planning Committee (Sept. 2006 - Feb. 2007)

**CONTACT OFFICER**

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## BROMSGROVE DISTRICT COUNCIL

### EXECUTIVE CABINET

7TH MARCH 2006

#### FLYTIPPING SCRUTINY REPORT

Responsible Portfolio Holder	Councillor Mrs. M. A. Sherrey J.P.
Responsible Head of Service	Head of Street Scene and Waste Management Services
Chairman of Scrutiny Task Group	Councillor Miss D. H. Campbell J.P.

#### 1. SUMMARY

- 1.1 To consider the findings and recommendations made by the Flytipping Task Group which are contained within the attached report and have been approved by the Scrutiny Steering Board.

#### 2. RECOMMENDATION

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

#### 3. BACKGROUND

- 3.1 At the Meeting of the Scrutiny Steering Board on 1st August 2006, it was decided a Task Group would be formed to scrutinise issues relating to flytipping. The full terms of reference were approved by the Scrutiny Steering Board at its meetings held on the 5th September 2006 and 31st October 2006.
- 3.2 Further details can be found in the "Terms of Reference" and "Background and Methodology" sections on page 5 of the attached report.
- 3.3 The Scrutiny Steering Board considered the Flytipping Scrutiny Report at its meeting held on 6th February 2007 where members agreed the report and the recommendations contained within it.

#### 4. FINANCIAL IMPLICATIONS

- 4.1 There are minimal financial implications and these are outlined in the attached report. It should be pointed out that as the recommendations contained within the attached report all relate to helping to prevent or reduce incidents of flytipping, the impact of implementing such recommendations may assist in ensuring any future clear up costs are kept to a minimum.

**5. LEGAL IMPLICATIONS**

5.1 Any legal implications are outlined in the attached report.

**6. CORPORATE OBJECTIVES**

6.1 The attached report relates to the Council's Objectives in relation to Environment and Improvement and the Council's Priorities in relation to Clean District, Reputation, Customer Service and Performance.

**7. RISK MANAGEMENT**

7.1 There is a risk attached to not continuing to deal with flytipping effectively as if flytipping is not dealt with and it increases, there would be a major impact not only on the Council's resources but on the reputation of this Council.

**8. CUSTOMER IMPLICATIONS**

8.1 There is a risk of customer dissatisfaction if local residents are not made aware of their role and responsibilities in relation to flytipping as enforcement action could be taken against them if they knowingly or unknowingly flytip. Customers will also be dissatisfied with the Council's service if flytipping increases and of the Council does not continue to deal with it appropriately. In the report attached, the Task Group have addressed these issues.

**9. OTHER IMPLICATIONS**

Procurement Issues - None
Personnel Implications - None
Governance/Performance Management - None
Community Safety including Section 17 of Crime and Disorder Act 1998 - The recommendations contained within the report do link to Section 17 of the Crime and Disorder Act 1998 as well as the Cleaner Neighbourhoods and Environment Act 2005.
Policy - None
Environmental - The recommendations are linked to the Environment Protection Act 1990.
Equalities and Diversity - None

## 10. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	No – However, has been sent a copy of the attached report for information.
Acting Chief Executive	Yes
Corporate Director (Services)	Yes
Assistant Chief Executive	No
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 Flytipping Scrutiny Report including its six appendices

## 12. BACKGROUND PAPERS

Minutes of the Task Group Meetings.

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# SCRUTINY REPORT

## **FLYTIPPING** — **SCRUTINY REPORT**

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Task Group Report –  
Scrutiny Steering Board  
February 2007

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**BROMSGROVE DISTRICT COUNCIL**  
**REPORT OF THE FLYTIPPING TASK GROUP**

FEBRUARY 2007

**MEMBERS**

Councillors Miss D. H. Campbell J.P. (Chairman), D. Hancox, S. R. Peters, C. R. Scurrall and C. J. Tidmarsh.

**SUMMARY**

In brief, the role of the Flytipping Task Group was to:

- examine all aspects of flytipping in Bromsgrove District;
- to determine the extent, nature and impact of the flytipping problem;
- investigate how this Council deals with flytipping;
- where necessary, recommendations be made for improvements to existing arrangements for tackling flytipping;

For the purpose of this report, the definition of 'Flytipping' is to include all types of illegally deposited waste except for abandoned vehicles. (Abandoned vehicles are dealt with separately and therefore do not fall into the remit of this Task Group.)

**SUMMARY OF RECOMMENDATIONS**

1. A Guide for the Public  
Information relating to flytipping be incorporated into the Waste Awareness Guide currently being compiled by officers from Street Scene and Waste Management. (*Cost: Nil*)
  
2. Re-use and Recycling Schemes  
The re-use guide produced by Worcestershire County Council be emailed to all members. (Printed versions also be made available in Members' Room.) (*Cost: Minimal – only printing costs of two guides.*)
  
3. Reporting Flytipping  
Officers be requested to regularly publicise the various ways in which the public can report flytipping to this Council i.e. telephoning, emailing or visiting the Customer Service Centre or by completing an electronic form on the Council's website. (*Cost: Minimal and could be met within existing budget*)

4. Display at the Customer Service Centre  
Information relating to flytipping be incorporated into the existing Street Scene and Waste Management display at the Customer Service Centre. *(Cost: Nil)*
5. National Flytipping Prevention Group (NFTPG)  
The guide by the National Flytipping Prevention Group be publicised by the Council by creating a link to its website from the Council's website and offering a copy to any landowner who contacts the Council for assistance and advice on how to tackle flytipping. *(Cost: Minimal – only printing and posting when necessary)*
6. Disposal of Tyres  
The website for the Tyre Recovery Association ([www.tyrerecovery.org.uk](http://www.tyrerecovery.org.uk)) be used by officers and publicised by this Council by creating a link to its website on our website. *(Cost: Nil)*
7. Environment Agency Flytipping Forum  
The Head of Street Scene and Waste Management be requested to ensure that a representative from the Council attend all future meetings of the Environment Agency Flytipping Forum to ensure effective partnership working with the Environment Agency is continued. *(Cost: Minimal – travel costs only)*
8. Household Waste Site and Permit Scheme Trial  
The District Council's Press and Media Relations Officer assist, if possible, in publicising the County Council's permit scheme trial in the New Year to ensure all residents are aware of the new scheme. It is believed publicity might reduce cross-border traffic trying to use the waste site unaware of the permit trial and therefore perhaps resorting to flytipping as a consequence. *(Cost: Minimal - Could avoid future increase in costs for clearing flytipping as increased publicity may help reduce the likelihood of an increase in flytipping in the area around the household waste tip.)*
9. CCTV  
Should the flytipping problem in Bromsgrove worsen, the possibility of introducing a phased scheme to deal with flytipping be considered. It is suggested that the scheme could include the use of dummy cameras as an initial step. Other phases of the scheme could be the use of mobile CCTV and appropriate signs as well as other CCTV systems as appropriate such as covert surveillance. However, this would need to be fully investigated as and when necessary. *(Cost: Nil. However, if the use of CCTV systems was investigated in the future, all financial implications would have to be taken into consideration at that time.)*

10. Perryfields Smallholdings in Sidemoor  
The Portfolio Holder for Street Scene and Waste Management be asked to arrange a letter to be sent to the Manager of Property Services at Worcestershire County Council asking that they consider the suggestion of improving the gate and fencing around Perryfields Smallholdings to reduce accessibility which has proven to be a popular site for flytipping. The obvious benefit to this Council is it links to the Council's priority of having a clean district and also the reputation of the Council as local residents will see the improvement. The major benefit to the County Council is, due to the likelihood of flytipping on that site decreasing, less funding will be required to pay the District Council to clear up the waste. *(Cost: Minimal – printing and posting of one letter)*
  
11. Bromsgrove District Housing Trust (BDHT)  
It is ensured that there are good communication links between all parties (Bromsgrove District Council, Worcestershire County Council and Bromsgrove District Housing Trust) so that effective partnership working can continue to be strengthened. *(Cost: Nil)*
  
12. Parish Councils – Waste Awareness Guide  
Along with a copy of this report, a Waste Awareness Guide (see recommendation 1) be sent to all Parish Councils, once complete (subject to approval). *(Cost: Minimal – only printing and posting)*
  
13. Parish Councils – Response  
Street Scene and Waste Management Officers be requested to contact each Parish Council and respond to individual comments made to inform them how the Council is addressing the issues. *(Cost: Minimal – only printing and posting)*
  
14. Flytipping Hot Spots  
When Street Scene and Waste Management are unable to promptly remove flytipping, whilst waste removal is being arranged, the option of cordoning off flytipping incidents similar to police investigation scenes (particularly those in highly visible areas) with a sign stating that Council officers are aware of the issue and are dealing with it, be looked into further by officers and implemented if possible. To further deter flytipping, it could also state on the temporary sign that it is an offence to flytip and that anyone caught would be prosecuted and could face a fine of up to £50,000 and imprisonment. *(Cost: Minimal and could be met within existing budget)*

15. Increasing profile of next prosecution  
This Council ensures it does all it can to increase the profile of the next prosecution to show residents that the matter is taken seriously and is dealt with accordingly. It is also believed that such action could deter others from flytipping. *(Cost: Minimal and could be met within existing budget)*
  
16. Publicity with involvement of local schools and media  
The possibility of involving schools and the local media by inviting pupils to design a poster relating to flytipping be looked into further. *(Cost: Minimal and could be met within existing budget)*
  
17. Publicity of enforcement action  
When an incident of flytipping is reported, either the local press or the Council's press officer is contacted to take photographs and run a story in the local newspapers to show the public that flytipping is taken seriously by this Council and at the same time help to deter others from flytipping. *(Cost: Minimal and could be met within existing budget)*

Please Note: Members of the Task Group also suggested that re-use schemes should be publicised on the application forms for the bulky collection service to inform members of the public of alternatives (see page 12 of this report). However, this has not been included as a recommendation in this report as officers have already implemented this suggestion and an updated version of the application form is attached as Appendix 6.

## **TERMS OF REFERENCE**

At the meeting of the Scrutiny Steering Board held on 1st August 2006, it was decided a Task Group would be established to scrutinise issues relating to flytipping.

The Task Group's terms of reference which was compiled by the appointed Chairman, Councillor Miss Campbell, was approved by the Board at its meeting held on 5th September 2006 and 31st October 2006, following amendments by the Task Group at its first meeting held on 12th October 2006. The full terms of reference is attached as Appendix 1.

## **BACKGROUND AND METHODOLOGY**

There were a total of six task group meetings and at the first meeting a schedule of work was devised.

The Task Group covered a range of areas including:

- Flytipping problem faced by this Council at the present time and historically, including hotspots in the District
- Flytipping triggers
- How to report flytipping
- Enforcement including fixed penalty notices and prosecution
- Roles and responsibilities of this Council, private land owners, Worcestershire County Council and Environment Agency
- Household collection service, disposal of bulky refuse, recycling and reuse schemes
- Excessive packaging
- Disposal of tyres, electrical goods and batteries
- The role of Community Safety (Neighbourhood Wardens and CCTV); Environmental Health Team; Street Scene and Waste Management and Strategic Housing.
- Flycapture Enforcement Project
- Issues surrounding Worcestershire County Council's Household Waste Site located in Romsley and the introduction of a Permit Scheme Trial
- Information on Birmingham City Council's Operation Cleansweep, Borderline and sting operations and ways in which colleagues at Birmingham deal with flytipping
- Comments made by Parish Councils in regard to flytipping in their Wards
- Flytipping issues relating to Bromsgrove District Housing Trust and partnership working with this Council
- All legal aspects (Environment Protection Act 1990 and Clean Neighbourhoods and Environment Act 2005)
- Positive publicity to raise public awareness

The Flytipping Task Group decided to invite several witnesses including officers from the Environment Agency and other local authorities as well as officers from this Council. A list of all those invited are set out in Appendix 2.

A press release was issued informing the public the Flytipping Task Group had been set up and members of the public were encouraged to submit any comments and suggestions relating to flytipping in the District. The Task Group also sent out a questionnaire to all Parish Councils requesting comments. There was an excellent response rate to the questionnaire and 70% of Parish Councils gave a written response.

A wealth of information was considered by members in between meetings which related to other scrutiny exercises undertaken by other local authorities across the Country and Defra Good Practice Guide for local authorities.

The detailed minutes of Flytipping Task Group meetings gives further information on the Task Group's investigations. If any member would like a copy of any of the minutes, please contact the relevant committee services officer (see final page of this report for contact details).

## **FINDINGS**

### **Scale of flytipping problem in Bromsgrove District**

Members of the Task Group gathered a large amount of information in relation to flytipping and we were pleasantly surprised to learn that Bromsgrove District has a relatively small problem with flytipping compared to other local authorities.

The Task Group were informed that the overall national ranking for this authority from figures for 2004/05 was 23. This is taken from the total of 343 local authorities in the UK with 1 being the best and 343 being the worst. It is also interesting to note that neighbouring authorities tend to suffer far more with flytipping as the table below shows:

<b>Local Authority</b>	<b>Overall National Ranking</b>
Bromsgrove District Council	23
Worcester City Council	30
Wychavon District Council	165
Wyre Forest District Council	174
Redditch Borough Council	162

**Total of 343 local authorities in UK - 1 being the best and 343 being the worst**



## Flytipping in the District

Although in the previous section the table shows that flytipping is not a major problem in comparison to other local authorities, needless to say, members of the Task Group believe it is important that this Council should not be complacent and should ensure that everything is being done to deal with flytipping that is occurring in the District.

Officers record all incident of flytipping that occur in the District using 12 categories taken from the Flycapture Database as set by Defra which are:

- |                          |                          |
|--------------------------|--------------------------|
| 1. Household black sacks | 7. Tyres                 |
| 2. Other household       | 8. Construction          |
| 3. Commercial            | 9. Commercial black bags |
| 4. White Goods           | 10. Vehicle parts        |
| 5. Green waste           | 11. Electrical           |
| 6. Other                 | 12. Asbestos             |

Flycapture is the national flytipping database developed by Defra and the Environment Agency and was launched in April 2004. All local authorities and the Environment Agency are required to submit monthly data. It contains summary information on incidents dealt with and actions taken. For further information please visit the Defra website at [www.defra.gov.uk](http://www.defra.gov.uk)

According to the Council's records for 2005/6, the most common form of flytipping in Bromsgrove District is household black sacks (e.g. black sacks being left beside wheelie bins - side waste).

## Who is responsible for dealing with flytipping

Responsibility for dealing with flytipping rests primarily with local authorities and the Environment Agency.

The Environment Agency is a national organisation and tackles larger and more organised environmental crime. The work of the Environment Agency includes dealing with illegally operating waste sites and unlicensed shipping companies and transfer yards. For further information on the Environment Agency please visit their website at [www.environment-agency.gov.uk](http://www.environment-agency.gov.uk)

In order to clarify who deals with what, a working protocol has been agreed (Working Better Together, Flytipping Protocol 6, 2005). In brief, the Environment Agency investigates the larger scale incidents of flytipping involving hazardous waste and incidents involving organised gangs of flytippers whereas local authorities tackle clear up of flytipping on publicly owned land including roads and lay-bys.

With regards to clearing flytipping on privately owned land, it was made clear to the Task Group that it is the responsibility of the land owner to remove waste deposited on their land.

### How flytipping is tackled in Bromsgrove

We were pleased to find that officers from various services in the Council are aware of the flytipping issue and are actively dealing with flytipping in a variety of ways depending on what is flytipped and where. In brief, the usual procedure for dealing with flytipping is: to record the incident electronically; inspection; enforcement action (as appropriate); clean up; and report through Flycapture to Defra.

- Side Waste (Kerbside Collection)

As members are aware, this Council made the decision to collect waste via a kerbside wheelie bin system which means that if anyone leaves side waste beside their bin, it is not collected and is in fact classed as flytipping. Although some local authorities deal with side waste by immediately issuing a fine, this Council is at present taking a more flexible and tolerant approach and instead is trying to educate the public and inform them of their responsibility to appropriately dispose of waste. They are also given an opportunity to do so.

Street Scene and Waste Management staff leave any side waste left by bins and report it as flytipping (for performance information) as well as giving details to the Customer Service Centre so that if residents contact the Council asking why the bags had not been collected, the situation can be explained. As members are aware, there has been and is continuing publicity regarding the kerbside refuse and recycling collection service giving information on how to properly use the service.

The Task Group were also made aware that officers are looking at the possibility of a supervisor from Street Scene and Waste Management visiting those who leave side waste to advise them that they were committing an offence and request that they dispose of their waste appropriately. This proposal would be for a trial period only and its effectiveness in reducing the amount of side waste would be reviewed.

- Warning Letters and Visits

Neighbourhood Wardens report any incidents of flytipping following a foot patrol of the area or after a report to the wardens from a member of the public. The wardens obtain a photograph of the flytipping in most cases and if the waste can be traced back to its owner, a warning letter is sent out to the address (an example letter is attached as Appendix 3). The next stage of the process is to identify the landowner to ensure removal of waste.

- Prosecution

Environmental Health Officers also send out a carefully worded warning letter to individuals suspected of being involved in flytipping and although enforcement action against flytippers is difficult, in the past two years the Council had initiated legal proceedings against two offenders.

There are various issues surrounding prosecution which were discussed and it is felt that it would be inappropriate to expand on these issues within this report due to the possible adverse impact on future prosecutions. However, should any member of the Council require any more details, it is suggested that you contact the appropriate committee services officer in the first instance (see final page of this report for contact details).

- Empty Properties

Members of the Task Group found out that empty properties, particularly properties in rural areas which were concealed, were likely to attract flytipping. However the role of the Council's Housing Initiatives Officer is to locate properties that have been left empty, identify the owners and work with them to help bring the properties back into use. There is also assistance available to owners including a discretionary grant of up to £5000.

Although the grant is usually a good incentive, if owners refuse such assistance it is still the owner's responsibility to at least make the property safe and to a standard that does not attract flytipping. It was reported that compared to other local authorities in Worcestershire, there is a low number of empty properties.

- Environment Agency

The Task Group was informed that there have been five incidents of flytipping in the District reported to the Environment Agency during the current year compared to a total of six incidents reported in the previous year. It was stated that four out of the five incidents had enforcement outcomes (i.e. formal warning letter, formal caution or prosecution).

The Team Leader of Environment Management from the Environment Agency confirmed that they had a good working relationship with this Council.

## **RECOMMENDATIONS**

### ➤ A Guide for the Public

One of the first recommendations that came to light was the idea of raising public awareness in regard to flytipping. It is believed that a guide for the public informing them of all the issues surrounding flytipping such as what is classed as flytipping; who is responsible for dealing with it; and how to report incidents of flytipping could be very useful. It is understood that officers from Street Scene are currently compiling a waste awareness guide which could include information on flytipping.

It is possible that some members of the public are flytipping unknowingly and officers agreed that the public need to be aware that if they leave side waste by their wheelie bins they are in fact flytipping. It is also important to regularly remind members of the public that if they hire “a man with a van” to dispose of their waste that they ensure the person has a registered waste carrier licence as if the person hired disposes of the waste material illegally, it is the hirer that is responsible and potentially could be prosecuted.

It is felt that such information should be incorporated into a guide to assist the public as it is believed that ignorance is a trigger for flytipping. Therefore the first recommendation of the Task Group is as follows:

<b>Recommendation 1</b>	Information relating to flytipping be incorporated into the Waste Awareness Guide currently being compiled by officers from Street Scene and Waste Management.
<b>Financial Implications</b>	There are no financial implications directly related to this recommendation as a Waste Awareness Guide is already being compiled.

This recommendation is in line with the good practice guide from Defra which states that local authorities should be educating the public of the risks associated with flytipping, informing them of services available and alerting them to their rights and responsibilities.

(It should be pointed out that officers from Street Scene and Waste Management do already liaise with the Press and Media Relations Officer, and it has been reported that there is an excellent relationship between the departments. However, the Task Group would like more information to be provided to the public.)

### ➤ Re-use and Recycling Schemes

The Task Group discovered there were re-use and recycling schemes in the County but there was concern that such facilities were not widely known. However, the Task Group was informed that the County Council had issued a

guide recently giving information of all re-use schemes in the County such as The Network in Kidderminster. This is attached as Appendix 4

Further information on all local re-use schemes can be found on both the County Council's and District Council's website.

<b>Recommendation 2</b>	The re-use guide produced by Worcestershire County Council be emailed to all members. (Printed versions also be made available in the Members' Room.)
<b>Financial Implications</b>	There are no financial implications relating to emailing the document and only minimal cost for printing two copies of the leaflet.

➤ Reporting Flytipping

Reports of flytipping incidents are normally made to the Council or to the Environment Agency on their 24-hour hotline number: 0800 80 70 60. Members of the public can also report flytipping via the Council's website by completing an on-line form. It was confirmed that the public can report incidents anonymously if they wish to do so.

There is information on how to report incidents of flytipping on the Council's website (attached as Appendix 5). However, the Task Group is concerned that not all members of the public are aware of how to report flytipping and feel this is something that needs to be publicised more which is why it is believed it should be included in the Waste Awareness Guide as stated above.

The Task Group did initially suggest having a dedicated number for reporting flytipping which would be dealt with by the Customer Service Centre; however, after further thought and a discussion with officers, it is understood that this proposal would not support the strategic vision of the Customer Services Centre and Worcestershire Hub having a single contact number giving access to several services. Therefore, members would like to recommend the following to increase awareness:

<b>Recommendation 3</b>	Officers be requested to regularly publicise the various ways in which the public can report flytipping to this Council i.e. telephoning, emailing or visiting the Customer Service Centre or by completing an electronic form on the Council's website.
<b>Financial Implications</b>	There would be minimal financial implications which can be met through the existing budget.

➤ Display at the Customer Service Centre

It was understood that there is a display on recycling at the Customer Service Centre and it was requested that officers consider adding information relating to flytipping for the general public.

<b>Recommendation 4</b>	Information relating to flytipping be incorporated into the existing Street Scene and Waste Management display at the Customer Service Centre.
<b>Financial Implications</b>	There are no financial implications directly related to this recommendation.

➤ Bulky Collection Service

The Bulky Collection Service was discussed by members and officers and it was reported that the usual charge is £10.30 with the exception of very large items such as pianos which cost £30.90. It was pointed out that this was a subsidised service.

We were told that if the Customer Service Centre received queries relating to the bulky collection service, the public are informed of the re-use schemes as an alternative. Members believe that this is extremely helpful and it was decided that a recommendation would be included in this report requesting officers go one step further and include information about such schemes on the application forms for the bulky collection service. However, officers have already revised the form following the suggestion of the Task Group and the updated version is attached as Appendix 6

➤ National Flytipping Prevention Group (NFTPG)

The Task Group was informed that there is the National Flytipping Prevention Group (made up of a group of organisations, including the Environment Agency) that are working with the common aim of identifying solutions to the problem of flytipping. There is a guide to tackling flytipping for landowners which can be accessed from their website: [www.nftpg.org.uk](http://www.nftpg.org.uk)

<b>Recommendation 5</b>	The guide by the National Flytipping Prevention Group be publicised by the Council by creating a link to its website from the Council's website and offering a copy to any landowner who contacts the Council for assistance and advice on how to tackle flytipping.
<b>Financial Implications</b>	There are minimal financial implications relating to possible printing and postage of the Guide produced by the National Flytipping Prevention Group which can be met through the existing budget.

➤ Disposal of Tyres

Amongst other items, it appeared that there was a growing problem with appropriately disposing of tyres. It was explained that they could no longer be disposed of via landfill but we were informed by the Environment Agency that there is a national organisation called the Tyre Recovery Association (TRA) whose aim it is to provide information and support to the public and industry to encourage re-use, recovery and appropriate disposal of tyres.

<b>Recommendation 6</b>	The website for the Tyre Recovery Association ( <a href="http://www.tyrerecovery.org.uk">www.tyrerecovery.org.uk</a> ) be used by officers and publicised by this Council by creating a link to its website from our website.
<b>Financial Implications</b>	There no financial implications relating to this recommendation.

➤ Environment Agency Flytipping Forum

There is a Flytipping Forum that has been set up by the Environment Agency which representatives from local authorities have been invited to attend. They are held on a 3-6 monthly basis and Bromsgrove District Council has been invited.

It is understood that although the Head of Street Scene and Waste Management did attend these meetings initially, he was unable to continue due to workload. However, it is believed that such meetings are vital to ensure effective working with the Environment Agency, particularly as there is a local agreement being drafted relating to partner organisations joining together to pledge their active support to the actions included in the joint policy statement. Members feel it is important that this Council join in the consultation process of finalising the local agreement and joint policy statement and therefore recommend the following:

<b>Recommendation 7</b>	The Head of Street Scene and Waste Management be requested to ensure that a representative from the Council attend all future meetings of the Environment Agency Flytipping Forum to make certain effective partnership working with the Environment Agency is continued.
<b>Financial Implications</b>	There are no financial implications relating to this recommendation other than minimal expenses to cover travel to and from such meetings which can be met through the existing budget.

➤ Household Waste Site and Permit Scheme Trial

The Waste Services Manager from Worcestershire County Council attended a meeting of the Task Group and reported on the issues surrounding the household waste site located in the District. Worcestershire County Council would like to relocate the site to a more central part of the District and away from the West Midlands conurbation, however, it was explained that the County have been having difficulty in finding a suitable location for the household waste site.

It was acknowledged by the County Council's officer that there are several issues surrounding the design of the current household waste site and it is planned that once relocated, the site will be of a similar design to other recently refurbished sites in the County, including the site at Hanbury. The Task Group found out through their investigations that Worcestershire is very well serviced in relation to household waste sites compared to other counties.

It was reported by the County Council that a recent survey had shown that 50% of the waste deposited at the household waste site was due to cross border traffic. This finding had partly led to the County Council deciding to trial a residents only permit scheme for the household waste site in 2007 as approved by the Joint Members Waste Forum<sup>1</sup>. It was explained that any resident would be able to use the tip providing they could show their permit or had ID proving they resided in the District. It was planned that the trial would take place in Bromsgrove and Redditch and would commence April 2007 following an extensive marketing campaign over three months which would also cover the Birmingham area. It was stated that residents would receive their permit with their Council Tax bills. A similar scheme was already in place in Birmingham.

It is hoped that a permit scheme may assist with the queuing issues as only residents with a permit would be able to access the site. Residents with commercial high-sided vehicles would also be allowed to access the site to dispose of household waste only. However, there are still some concerns amongst members of the Task Group that the permit scheme may increase flytipping in the surrounding area and therefore it is hoped that suitable land for relocation of the site will become available in the very near future.

<b>Recommendation 8</b>	The District Council's Press and Media Relations Officer assist in publicising the County Council's permit scheme trial in the New Year to ensure all residents are aware of the new scheme. It is believed publicity might reduce cross-border traffic trying to use the waste site unaware of the permit trial and therefore perhaps resorting to flytipping as a consequence).
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<sup>1</sup> Joint Members Waste Forum is made up of elected representatives from all local authorities in Herefordshire and Worcestershire whose aim is to look at reducing the amount of waste produced via recycling and re-use schemes.



<b>Financial Implications</b>	There are no financial implications relating to this recommendation, however, should flytipping increase around this area, there will be the added clear up costs. (Please note: The Press and Media Relations Officer has agreed to this recommendation.)
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➤ Green Waste Collection

It has been questioned whether the suspension of the green waste collection for a temporary period during three winter months may increase flytipping in the District. However, Council officers anticipate there will not be an increase in flytipping of green waste as less than 200 tonnes are collected per month in winter compared to 1000 tonnes per month at other times of the year. It was pointed out that there were other ways in which people could dispose of their green waste such as home composting or even via the bulky waste collection service if required.

Members were informed by the Waste Services Manager from Worcestershire County Council that the County Council fully support the District Council's decision to stop green waste during December to March and agreed that it was unlikely it would have any significant impact on flytipping. It was also mentioned that the County also heavily promoted home composting and minimising waste was a key focus similar.

➤ Excess Packaging

Members of the Task Group were concerned over the amount of excess packaging, however, we learnt that manufacturers do have to recover a certain percentage of their packaging (except when packaging was 100% recyclable) and Waste and Resources Action Programme (WRAP) assisted retailers in reducing waste. It is believed the process of ensuring retailers select appropriately packaged products will be slow, partly due to long standing contracts with suppliers and financial implications. However, there has been a slight shift such as Sainsburys using compostable packaging and Tesco's encouraging customers to reuse carrier bags.

➤ Provision of Skips

During our investigations, the Task Group put forward the idea of providing skips, perhaps with the assistance of Parish Councils. There was much discussion relating to this suggestion and although initially it appeared to be a good suggestion, we soon became aware of several issues surrounding this proposal which would cause the Council great difficulty in implementing it and perhaps put the Council at risk of losing its waste carriers licence due to increased legal implications.

There is also concern from officers that the provision of skips went against the work that is being carried out in partnership with other organisations to promote waste minimisation incentives. As well as the financial implications of hiring skips and the potential for skips to be overfilled (therefore leading to side waste which is flytipping!), it is also very unclear whether providing skips would reduce the amount of flytipping. In fact there is a possibility of encouraging more.

After discussing this at length and due to the reasons outlined above, it is the decision of the Task Group that providing skips is not a viable option. However, it is noted that the Council does supply skips following a request from Parish Councils for a litter picking exercise e.g. after a community event, which is very successful should continue.

➤ CCTV

The Task Group gathered information relating to CCTV and the use of dummy cameras from the Community Safety Partnership and the Environment Agency.

The Team Leader of Environment Management from the Environment Agency informed members that the Environment Agency and other local authorities had found dummy cameras and active cameras useful and it had been known for people who had flytipped to go back and pick up their waste, contact the Environment Agency and apologise for their actions.

It was stated that although CCTV could be effective, it was onerous on time and other resources and therefore, other possible alternatives which had also been known to be successful was the use of dummy cameras and permanent signs for mobile CCTV in other areas. It was also suggested that signs could be erected warning potential flytippers that the maximum fine was £50,000 and imprisonment to act as a deterrent.

The Environment Agency representative stated that there was a stock of 8 to 10 dummy cameras at Kidderminster some of which could be made available to this Council for use at hot spots. However, it was stressed that they should only ever be used as part of a bigger scheme should tipping continue.

<b>Recommendation 9</b>	Should the flytipping problem in Bromsgrove worsen, the possibility of introducing a phased scheme to deal with flytipping be looked considered. It is suggested that the scheme could include the use of dummy cameras as an initial step. Other phases of the scheme could be the use of mobile CCTV and appropriate signs as well as other CCTV systems as appropriate such as covert surveillance. However, this would need to be fully investigated as and when necessary.
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<b>Financial Implications</b>	There are no financial implications relating to this recommendation, however, if the flytipping problem in Bromsgrove worsened and the use of dummy cameras and CCTV was looked into, officers would need to investigate all associated costs (including any other implications such the need to comply with certain legislation).
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➤ Perryfields Smallholdings in Sidemoor

The Community Safety Officer and one of the Neighbourhood Wardens informed the Task Group that flytipping often occurred on the Perryfields Smallholds in Sidemoor which was owned by Worcestershire County Council. Amongst others, the workmanship of the gate leading on to the site was mentioned as a possible problem leading to flytipping as it was reported that it could be easily removed, therefore allowing access to vehicles. It was stated that between February and September 2006 it had cost Worcestershire County Council approximately £2500 for Street Scene and Waste Management Services to clear the area of waste.

However, according to the representative from Worcestershire County Council, it was felt that there was not a major issue and the partnership between the two Councils was working well. It was also confirmed that the County did reimburse the District for any clear up costs.

It is stated in the Good Practice Guide by Defra, local authorities need to reduce the availability or accessibility of popular sites for flytipping which leads us on to our next recommendation:

<b>Recommendation 10</b>	The Portfolio Holder for Street Scene and Waste Management be asked to arrange a letter to be sent to the Manager of Property Services at Worcestershire County Council asking that they consider the suggestion of improving the gate and fencing around Perryfields Smallholdings to reduce accessibility on to this popular site for flytipping. The obvious benefit to this Council is it links to the Council's priority of having a clean district and also the reputation of the Council as local residents will see the improvement. The major benefit to the County Council is, due to the likelihood of flytipping on that site decreasing, less funding will be required to pay the District Council to clear up the waste.
<b>Financial Implications</b>	There are minimal financial implications i.e. the cost of sending a letter. It should be noted that although the cost of removing flytipping by this Council is funded by the County Council, if there were less incidents of

	flytipping then District Council staff would have more time to concentrate their efforts on other issues.
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Although CCTV could be an option in the future for this site, it was stated that it might not be an ideal solution due to the layout of the site, not to mention the financial implications. On the other hand, ensuring the fencing and gate of the site is secure is far less expensive and could lead to similar results of reducing flytipping in the area.

The Street Scene and Waste Manager informed the Task Group that sometimes there was a lengthy delay between when the flytipping appeared and Worcestershire County Council giving agreement for the District Council to clear the waste deposited on this site. However, we were assured that officers are already looking into this issue as it is understood that flytipping attracts flytipping and therefore any flytipping should be removed as quickly as possible. It is anticipated that the process can and will be shortened to avoid any unnecessary delays.

➤ Bromsgrove District Housing Trust (BDHT)

BDHT reported that they disposed of waste which had been flytipped on their land; however, the private waste site they used did not take black bin bags. It was reported that there was side waste being left in the bin stores (i.e. black bin bags) due to the lack of space in the communal bins which therefore caused a problem for BDHT as they did not have a means available to dispose of them. This in turn also caused a problem for this Council as they could not always access the bins due to the side waste.

It was understood that this Council had recently commenced a six week trial and all side waste in the bin stores of flats belonging to BDHT would be removed by Council staff. BDHT are expecting the results of the trial and suggestions of ways forward to be reported to them soon after the end of the trial period.

Obviously BDHT residents are also our customers, consequently the Task Group believe it is important that they receive the same services as any other Council Tax payer. It was therefore believed by both BDHT officers and members of the Task Group that the most ideal solution would be to offer a recycling service to residents living in flats. We discovered that officers from Street Scene and Waste Management had already looked into this option and although it was unsuitable to give each resident their own boxes (due to health and safety issues), officers were liaising with Worcestershire County Council regarding having communal recycle bins for commingled materials. At the time of compiling this report, the District Council were awaiting a response from the County Council as this Council needs agreement from the County Council before it is able to roll out such a scheme. There is a similar scheme in existence in Redditch and Worcester City and therefore it is hopeful that Bromsgrove could join.

As BDHT are currently having a problem with the private waste site in Stoke Prior, officers were also asked to pass on contact details of the appropriate officer at Worcestershire County Council to enable BDHT to discuss directly with the County Council any suggestions on how BDHT could dispose of household waste via waste sites.

<b>Recommendation 11</b>	It is ensured that there are good communication links between all parties (Bromsgrove District Council, Worcestershire County Council and Bromsgrove District Housing Trust) so that effective partnership working can continue to be strengthened.
<b>Financial Implications</b>	There are no financial implications directly relating to this recommendation.

➤ Parish Councils

The Task Group very much appreciated Parish Councils completing questionnaires sent out to them as it assisted the Group to carry out its scrutiny investigations. All Parish Council responses, including any late responses were considered by members and relevant officers.

Recommendations relating specifically to the comments received are as follows:

<b>Recommendation 12</b>	Along with a copy of this report, a Waste Awareness Guide (see recommendation 1) be sent to all Parish Councils, once complete (subject to approval).
<b>Financial Implications</b>	There are minimal financial implications directly related to this recommendation which are printing and posting costs.

<b>Recommendation 13</b>	Street Scene and Waste Management Officers be requested to contact each Parish Council and respond to individual comments made to inform them how the Council is addressing the issues.
<b>Financial Implications</b>	There are minimal financial implications directly related to this recommendation which are printing and posting costs of letters.

➤ Flytipping Hot Spots

It is widely known that flytipping attracts flytipping and therefore it is important that flytipping incidents are dealt with as swiftly as possible. However, it is understood that it can take time to arrange clearance, particularly when a large amount of

waste needs to be removed and this can generate a feeling of disquiet in the community.

It was agreed that the public need to be reassured that the Council does take flytipping incidents seriously. It was also understood that it is important to deter others from flytipping in the same place and therefore, this led to the following recommendation:

<b>Recommendation 14</b>	When Street Scene and Waste Management are unable to promptly remove flytipping, whilst waste removal is being arranged, the option of cordoning off flytipping incidents similar to police investigation scenes (particularly those in highly visible areas) with a sign stating that Council officers are aware of the issue and are dealing with it, be looked into further by officers and implemented if possible. To further deter flytipping, it could also state on the temporary sign that it is an offence to flytip and that anyone caught would be prosecuted and could face a fine of up to £50,000 and imprisonment.
<b>Financial Implications</b>	As the cost of temporary signs and tape to cordon off sites would be relatively inexpensive and the materials could be re-used, it is believed this could be met within the existing budget.

➤ Increasing profile of next prosecution

To show the public and anyone who has ever flytipped that this Council takes the matter very seriously, it is felt that more should be done to increase the profile of any future prosecutions which could also deter further flytipping.

<b>Recommendation 15</b>	This Council ensures it does all it can to increase the profile of the next prosecution to show residents that the matter is taken seriously and is dealt with accordingly. It is also believed that such action could deter others from flytipping.
<b>Financial Implications</b>	There are minimal financial implications such as issuing a press release and including an article in the Council Chat magazine. Any costs incurred can be met within the existing budget.

➤ Publicising Flytipping and Enforcement Action

The final recommendations again relating to publicising what the Council is already doing to tackle flytipping:

<b>Recommendation 16</b>	The possibility of involving schools and the local media by inviting pupils to design a poster relating to flytipping be looked into further by officers and implemented if possible.
<b>Financial Implications</b>	It is believed there would be minimal financial implications and could be met through the existing budget.

<b>Recommendation 17</b>	When an incident of flytipping is reported, either the local press or the Council's press officer is contacted to take photographs and run a story in the local newspapers to show the public that flytipping is taken seriously by this Council and at the same time help to deter others from flytipping.
<b>Financial Implications</b>	There are minimal financial implications relating to this recommendation and could be met through the existing budget.

## **CONCLUSION**

Members of the Task Group believe that although compared to other local authorities across the UK this District does not suffer badly from flytipping, we feel it is still very important for this Council to do all that it can to ensure it reduces flytipping and is proactive rather than reactive wherever possible.

There is a major risk attached to not continuing to deal with flytipping effectively as if flytipping is not dealt with and it increases, there would be a major impact not only on the Council's resources but on our reputation as a Council.

By ensuring that local residents and flytippers are aware that this Council does see flytipping as a serious offence and will do what is necessary to prevent and reduce flytipping, it significantly increases its chances of successfully dealing with the problem. This message in itself could help deter flytippers and encourage our customers to report offences to ensure they are dealt with as speedily as possible. It should also be pointed out that recommendations contained within this report do link to Section 17 of the Crime and Disorder Act 1998 which is a legal duty on local authorities.

We have learnt that preventing or even reducing flytipping is not an easy task and it appears that there is not one solution to deal with all types of flytipping in all areas. However, through good partnership working and the continuing efforts of officers at this Council, we hope that we continue to deal with flytipping promptly and effectively and that the recommendations contained within this report assist the Council in doing so.

It should be pointed out that recommendations outlined in this report do relate to the Council objectives relating to environment and improvement as well as Council priorities of having a clean District, reputation and performance.

We have found this scrutiny exercise very valuable and hope the Executive Cabinet will see the benefits of the recommendations put forward for consideration. We would also like to take this opportunity to once again thank all those who contributed to our scrutiny investigation.

### **REVIEW**

The Flytipping Task Group will reconvene in 12 months time to carry out a review of the outcome of this report including whether or not recommendations were approved and implemented.

**Councillor Miss D. H. Campbell J.P.**  
Chairman of the Flytipping Task Group

### **Contact Officer**

Name: Della McCarthy

Email: [d.mccarthy@bromsgrove.gov.uk](mailto:d.mccarthy@bromsgrove.gov.uk)

Tel: 01527 881407



# APPENDICES

**Appendix 1** – Task Group’s Terms of Reference

**Appendix 2** – A List of Individuals the Task Group Consulted

**Appendix 3** – An example Warning Letter

**Appendix 4** – Worcestershire County Council’s Re-Use Guide

**Appendix 5** – Bromsgrove District Council’s Flytipping Web Page

**Appendix 6** – Revised Application Form for Disposal of Bulky Refuse

**FLYTIPPING TASK GROUP**

**TERMS OF REFERENCE**

The attached scrutiny exercise scoping checklist (which acts as the Flytipping Task Group's terms of reference) was approved by the Scrutiny Steering Board on 5th September 2006 subject to the following being included:

“The Council's service (including charges) of collecting unwanted furniture from residents' homes on request be looked at as part of the scrutiny exercise as well as similar services offered by local organisations.”

The above was agreed by the Task Group at their first meeting on 12th October 2006 and the Chairman requested the following be included:

- To examine all aspects of flytipping in Bromsgrove District
- To determine the extent, nature and impact of the flytipping problem
- Where necessary, recommendations be made for improvements to existing arrangements for tackling flytipping
- The term 'Flytipping' to include all types of illegally deposited waste except for abandoned vehicles; and

This was agreed by the Scrutiny Steering Board at its meeting on 31st October 2006.

**SCRUTINY EXERCISE SCOPING CHECKLIST**

REFERRED TO:-  
and to identify

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

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

▪ General Subject Area to be Scrutinised: *Flytipping*  
 Specific Subject to be Scrutinised: *How the authority (BDC) deals with Flytipping, what is generally tipped, where what actions are taken to trace the culprits, whether legal is taken or should be, whether charges should be put in place to dispose of rubbish tipped, or to remove it in the first place.*

▪ Should the relevant Portfolio Holder(s) be invited to give evidence? ~~possibly~~ YES/NO  
 ▪ Should any Officers be invited to give evidence? YES/NO  
 If yes, state name and/or post title: *Mike Bell, Andrew Burton and possibly Steer.*

▪ Should any external witnesses be invited to give evidence? YES/NO  
 If so, who and from which organisations? *Birmingham Council officers dealing with disposal, Wye Forest and other neighbouring councils.*

Should the Task Group receive evidence from other sources other than witnesses? YES/NO  
 If so, what information should the Task Group wish to see and from which sources should it be gathered? *any legal officers from other authorities who have successfully prosecuted in the past.*

▪ Should a period of public consultation form part of the Scrutiny exercise? YES/NO  
 If so, on what should the public be consulted?

- Have other authorities carried out similar scrutiny exercises? **YES/NO**

If so, which authorities?.....  
*unknown at this stage.*

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

Will the Scrutiny exercise cross the District boundary? ~~**YES/NO**~~

If so, should any other authorities be invited to participate?  
.....  
.....  
.....

- Would it be appropriate to co-opt anyone on to the Task Group whilst the Scrutiny exercise is being carried out? **YES/NO**

*Not sure at this stage*  
If so, who and from which organisations?  
.....  
.....

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

*3 months.*  
.....  
.....  
.....

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

Signed:..... *D. H. Campbell.*

Chairman of behalf of the:..... *Flytipping* Task Group

Date:..... *17<sup>th</sup> Aug 06*

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

**A List of Individuals the Task Group Consulted**

**External Witnesses:**

Worcestershire County Council:

- Mr. I. Holebrook, Waste Services Manager  
Mr. Holebrook attended the meeting held on 22nd November 2006 to discuss various issues including the household waste site and the permit scheme trial. Further information was supplied after the meeting.

Environment Agency:

- Mr. I. Jones, Team Leader, Environment Management  
Mr. Jones attended the meeting held on 22nd November 2006 to discuss various issues including the role of the Environment Agency. Further information was supplied after the meeting and sent out to members.

Birmingham City Council:

- Mr. R. Thompson, Environment Crime Unit Manager  
Mr. Thompson attended the meeting held on 22nd November 2006 to discuss ways Birmingham tackled flytipping and any advice for this Council.

Bromsgrove District Housing Trust (BDHT):

- Ms. M. Green, Tenancy and Customer Services Manager
- Ms. C. Lowe, Senior Housing Officer  
Representatives from BDHT attended to discuss with members the flytipping issues the Trust faced and how the Council and Trust could work together to assist each other in tackling the issue.

**Internal Witnesses:**

Street Scene and Waste Management:

- Mr. K. Hirons, Street Scene and Waste Manager
- Ms. A. Wardell, Waste Policy and Promotions Manager  
Either Mr. Hirons or Ms. Wardell attended each Task Group meeting and where possible both of them were present.

Environmental Health:

- Mr. R. Goundry, Environmental Health Team Leader (Pollution and General)  
Mr Goundry attended the meeting held on 8th November 2006 to present a report and answer members' questions in relation to enforcement.

#### Community Safety:

- Mr. G. Roche, Community Safety Manager  
Mr. Roche attended the meeting on 8th November 2006 and answered questions in relation to Community Safety and CCTV. Mr. Roche also submitted a further report relating to CCTV which was considered by members at their meeting on 6th December 2006.
- Ms. R. McAndrews, CCTV and Lifeline Manager  
Ms. McAndrews submitted a report on CCTV as requested to the Task Group which was presented by the Community Safety Manager on 8th November 2006.
- Ms. J. Bratt, Neighbourhood Warden  
Ms. Bratt attended the meeting held on 8th November 2006 to present a report and answer members' questions in relation to the role of Neighbourhood Wardens.

#### Strategic Housing:

- Ms. J. Delorenzo, Housing Initiatives Officer  
Ms. Delorenzo attended the meeting held on 8th November 2006 to present a report and answer members' questions in relation to the role as Housing Initiatives Officers and how it links to flytipping.

#### Legal Services:

- Ms. D. Warren, Acting Legal Services Manager (currently Senior Solicitor)  
Ms. Warren attended the meeting of the Task Group which took place on 6th December 2006 as Acting Legal Services Manager. Ms. Warren answered members' questions on legal issues in relating to flytipping.

#### Corporate Communication, Policy and Performance:

- Ms. M. Pryce, Press and Media Relations Officer  
Ms. Pryce attended the meeting held on 6th December 2006 to discuss publicity with the Task Group and offer suggestions.

**EXAMPLE ONLY**

Name  
Address 1  
Address 2  
Address 3  
Address 4  
Postcode

Date

**NEIGHBOURHOOD WARDENS**

If telephoning please ask for: Chris Smith or Joanne Bratt  
Tel: 01527 881472  
Email: neighbourhoodwardens@bromsgrove.gov.uk

Dear

**Illegal fly tipping of food and domestic waste at Bromsgrove**

This department has gathered information from a recent fly tipping incident at the above named.

It is reported that the following items have recently been illegally deposited in the vicinity.

- Black refuse sacks containing household refuse
- A Children's Plastic Swimming Pool

The waste examined had an official poll card and a letter from Churchfields Surgery, with your name and address that connect you to this refuse.

Although we are not planning to take any further legal action, the areas in question will be regularly patrolled by the neighbourhood wardens to monitor any further fly tipping incidents.

For your information, there is a civic amenity site in Quantry Lane, Romsley where such waste can be disposed of free of charge. Your waste collection day is Thursday. By placing refuse sacks in this location it not only encourages rodents to the area but also further fly tipping to the area.

Yours sincerely,

Graham Rocke  
Community Safety Manager

# Choose to reuse

why throw them away?

Furniture, beds and carpets should:

- Be free of stains and tears
- Comply with current fire regulations
- Be in good condition that can be re-used and resold

All collections are at the driver's discretion

Buying and donating re-used goods helps:

- Prevent valuable resources from going into landfill
- Save energy and raw materials
- Raise funds for charities
- Make good quality items available at affordable prices
- Provide employment and training

Page 190

For more information on re-use initiatives visit [www.wastemissionimpossible.org.uk](http://www.wastemissionimpossible.org.uk) or call MISSION IMPOSSIBLE on 01905 766883

Worcestershire Resource Exchange (01905 726796) provides reclaimed materials for projects ranging from arts and crafts, allotments and DIY. Quality excess paint and wood are also accepted.

If you are unable to use any of the organisations in this leaflet, why not try the Freecycle website. Offer unwanted item for free.

Give a little, get a little, everything's free.

[www.freecycle.org](http://www.freecycle.org)

এই নথিটি ক্রমে আপনাকে সাহায্যের দরকার হলে দয়া করে এই নম্বরে ফোন করুন: 01905 25121

اگر آپ کا اس دستاویز سے متعلق مددگار امور ہونے پر ہائی 01905 25121 پر فون کریں۔

如果你在明白這份文件方面需要幫助的話，請致電 01905 25121。

नेपाल उपानुद्दिम समस्येसक घावे विने भनदिता सी सेर पे रा विरुवा कवे देसिडेन नंबर 01905 25121 पे संकेत करे।

Se con questo documento avete bisogno di aiuto pregasi telefonare a 01905 25121

Jezeli potrzebujesz pomocy w zrozumieniu tego dokumentu, zadzwoń pod nr tel.: 01905 25121

This leaflet is printed on recycled paper, please recycle after use.

# A guide to re-use

organisations in Worcestershire



38825 01/06















































































## What can I reuse and where?

Use the table below to locate a community organisation near you...

Key:  Accepts donations of this item  
 Provides this service

	Age Concern Furniture Store	Armchair	The Network (Worcestershire)	Oldington & Foley Park Community Network	Primrose Hospice	Roundabout	Spokes (Workmatch)	St Richard's Hospice	Worcestershire Lifestyles
Area of Coverage	Worcester only	Worcester only	Worcestershire	Wyre Forest	North Worcestershire	Mid-South Worcestershire	Worcestershire	Mid-South Worcestershire	Worcestershire
									
									
									
									
									
									
									
									
									
									
									
									
									
									

NB: No collection on single pc's

Don't forget your local charity shops for clothes, books, jewellery, toys and bric-a-brac.  
 \*Should be free of stains, tears and comply with current fire regulations

## Fly Tipping

Fly-tipping is described as 'the illegal deposit of any waste onto land, i.e. waste dumped or tipped on a site with no license to accept waste.' It can be hazardous to the public and animals and it costs you as a taxpayer to clear it up.

Fly-tipped waste normally consists of large items such as general household waste, larger domestic items including fridges and mattresses, garden refuse, commercial builder's rubble, tyres but can also contain clinical waste such as syringes or hazardous waste..

If you spot any fly tipped waste or see anyone fly-tipping please report it, the rubbish can then be removed and with your help the crime can be investigated and the culprits prosecuted.

If reporting a fly tipping incident please provide the following details;

- What type of waste it is, ensuring that you do not touch the waste but visually inspect it from a safe distance
- The size / scale or amount of waste that has been tipped
- The location of the waste and whether it is near to any water body.

To report a fly tipping incident please fill out the [online-form](#) attached. Alternatively please contact Bromsgrove District Council [Customer Services](#).

If you are aware of repeated fly tipping incidents in your area, it would be helpful to take photo footage or video footage of the incident. Such evidence is vital when trying to prosecute individuals for fly tipping.

Householders now have a duty of care to ensure that waste is passed to a registered waste carrier. If you wanted to make sure that you were passing your waste on to a registered waste carrier please visit the [environment agency](#) link and view the public register to see those businesses who are registered waste carriers.

*Working towards a cleaner environment and a brighter future.*



## DISPOSAL OF BULKY REFUSE

Bulky household waste is the waste that you cannot safely fit into a wheeled bin; you have 2 options when disposing of this type of waste, **Choose to Reuse** or **Choose to Landfill**.

### Choose To Reuse...

See the contacts below for Charities that welcome donations of household items, electrical items and furniture. These donated goods are then made available for other residents in the area to benefit from.

	Primrose Hospice 01527 875444 Will collect	Roundabout 0870 1163230 Will collect	Spokes 01562 861154 or Motiv8 01905 619068	Worcestershire Lifestyles 01905 731352 Will collect
Computers				YES
Electric cookers		YES		YES
Fridges, freezers & washing machines		YES		YES
Mobile Phones	YES			YES
TV / Audio				YES
Small electric items		YES		YES
Furniture	YES no beds	YES		YES
Bicycles			YES	YES
Tools & Garden equipment				YES

### Choose to Landfill...

If you choose to pay for a bulky household waste collection your waste will end up in a landfill (excluding fridges and freezers).

Bromsgrove Council offer a bulky waste collection service. A bulky waste collection may consist of, for example a small amount of furniture, a bathroom suite, or up to ten bags of garden rubbish providing that loose items are suitably contained, and can be loaded by two men by hand.

Charges are dependant on the number and type of items to be disposed of and payments are required in advance. A minimum charge of £15 is payable in advance to Bromsgrove District Council. **Please see reverse for guideline costs.**

If you would like to take advantage of this service please complete the details on the reverse of this form and either return it by post to the address below with your remittance or visit the Customer Service Centre, School Drive, Bromsgrove.

## Applicants Details

Name	
Collection Address	
Daytime Telephone No	
Date	

## Items for collections

1 _____	7 _____
2 _____	8 _____
3 _____	9 _____
4 _____	10 _____
5 _____	11 _____
6 _____	12 _____

## Collection Point

Items can **not** be collected from inside the house, shed or garage. Please tick one of the following collection points.

- Front Garden
  Bin Area (for flats)
  Garage area

## Service Standards

We will ...

- Aim to collect all items of bulky waste within 10 working days.
- Make collections Monday to Friday from 8.00 am to 4.00 pm (depending on demand).
- Contact you to arrange a collection day (we can only specify the day of collection and not the time)
- Only provide this service to domestic premises. (For collections from trade or other types of property please contact the Customer Service Centre on 01527 881288)

## You are required to dispose of the following items yourself ...

For details of the nearest household waste sites please contact the Customer Service Centre on 01527 881288 or log on to our web site [www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk).

- |               |                |                           |                        |
|---------------|----------------|---------------------------|------------------------|
| • Asbestos    | • Car Tyres    | • Fluorescent Light Tubes | • Lead Batteries (Car) |
| • Oil         | • TV           | • Paint                   | • Computers            |
| • Oil filters | • Oily sludges | • Other hazardous waste   |                        |

## How can you help...

- Please ensure that you provide a clear list of items for collection when you contact us. Please note that our operatives will only collect the items that have been listed.
- All items should be left in one accessible location outside, clearly visible and clearly marked for collection.

## Charges

Item	Cost £
3 Piece Suite	15.00
Bathroom Suite (bath, sink and toilet)	15.00
Bed (2 singles)	15.00
Bed (Double)	15.00
Black bags of rubbish (up to 10)	15.00
Bookcase or Cabinet	15.00
Carpet (each)	15.00
Cooker	15.00
Dish Washer	15.00
Doors (Household – up to 4)	15.00

Item	Cost £
Fence Panels (Up to 4 6ft x 6ft)	15.00
Fridge or Freezer	15.00
Piano (depending on size)	45.00
Shed (depending on size)	45.00
Table	15.00
6 Dining Chairs	15.00
Tumble Dryer	15.00
Wardrobe	15.00
Washing Machine	15.00

For larger quantities requiring excessive loading time an Officer will need to visit to provide a price. If you require an item collecting that is not detailed above or are unsure of how much the cost would be, please contact the Customer Service Centre on 01527 881288.