



**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**WEDNESDAY, 21ST FEBRUARY, 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. Public Questions
4. Medium Term Financial Plan 2007/08 to 2009/10 (Appendix D to follow) (Pages 1 - 32)
5. Capital Programme 2007/08 to 2009/10 (Pages 33 - 64)
6. Council Plan 2007 - 2010 Part 2 (Pages 65 - 106)
7. Comprehensive Performance Assessment (CPA) (Pages 107 - 110)
8. To consider any other business, details of which have been notified to the Head of Legal and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting.
9. To consider, and if considered appropriate, to pass the following resolution to exclude the public from the meeting during the consideration of the following item of business containing exempt information:-

“RESOLVED” that under Section 100A (4) of the Local Government Act 1972, the Public be excluded from the meeting during the consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act, the relevant paragraph of that part being as set out below:-

<u>Item No.</u>	<u>Paragraph</u>
10	7

10. The Dolphin Centre, Haybridge Sports Centre and Woodrush Sports Centre  
(Pages 111 - 120)

K. DICKS  
Acting Chief Executive

The Council House  
Burcot Lane  
BROMSGROVE  
Worcestershire  
B60 1AA

## BROMSGROVE DISTRICT COUNCIL

### EXECUTIVE CABINET

21<sup>st</sup> FEBRUARY 2007

#### Medium Term Financial Plan 2007/08-2009/10

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

#### **1. Summary**

- 1.1. To provide information to enable the Executive Cabinet to review the position on the medium term financial plan (revenue budgets) for 2007/08-2009/10 and to make recommendations to full Council for its adoption and the setting of Council Tax for 2007/08.

#### **2. Recommendations**

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

- 2.1.1 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        £1.799m
- 2008/09        £1.576m
- 2009/10        £1.615m

- 2.1.2 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        £1.314m
- 2008/09        £1.571m
- 2009/10        £2.134m

- 2.1.3 officers undertake a review of alternative methods of service delivery to achieve savings as identified in Appendix C

- 2.1.4 the statutory resolutions (to be circulated following receipt of all parish precepts requests), setting a council tax for 2007/08 of £172.46 for a Band D property are approved;

- 2.1.5 the fees and charges as set out in Appendix D be approved; and

2.1.6 the Head of Financial Services 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.

### **3. Background**

3.1. The Council on 28<sup>th</sup> February 2006 approved a medium term financial plan that included the Revenue and Capital budget requirements for 2006/07 to 2008/09.

3.2. On 6<sup>th</sup> September 2006 the Executive Cabinet approved the budget process and timetable to be followed to review the medium term financial plan for 2007/08 to 2009/10.

3.3. As part of the approved budget process Executive Cabinet proposed 4 key objectives and 10 priorities for focus of resources which were approved by Council on 19<sup>th</sup> September 2006. These were:

1. Regeneration

Priorities

- Town Centre
- Longbridge
- Housing

2. Improvement

Priorities

- Customer Satisfaction
- Reputation
- Performance Improvement

3. Sense of Community and Well Being

Priorities

- Community Activities
- Community Influence

4. Environment

Priorities

- Clean Streets
- Planning

3.4. The approved objectives and priorities have been used to drive the budget process as follows

- Budget pressures have only been proposed to members by senior management if they have been identified as unavoidable / or they are fundamental in achieving the Council's priorities.
- Financial savings have been focused on alternative methods of delivery e.g. collaborative and partnership working together with

proposing savings on services that do not directly contribute to the priorities.

- The capital programme proposals as detailed in a separate report to this meeting have been considered in line with the priorities

3.5 The current financial plan covers a period of 3 years it is proposed that a 5 year projection will be considered as part of the 2008/09 review and that this is further developed into an overarching 5 year financial strategy. The development of a strategy was considered as part of this years review however as it is likely that the Council will need to utilise prudential borrowing within the next few years it was felt more appropriate to develop this as part of next years review. It is further recognised by officers that this work will need to start earlier in the year, in accordance with the business planning and performance management annual timetable as approved by Cabinet on 6<sup>th</sup> December 2006.

#### **4. Base budget information**

4.1. The current budget book that was sent to all members on the 27<sup>th</sup> January 2006 includes the Base budget for 2007/08 and 2008/09. These budgets have been used for the review of the plan and the proposed pressures and savings will form the new approved budget for 2007/08 - 2009/10.

4.2. The information at this point in time excludes Support Service recharges as these costs are shown gross within the host department. The support services will be reallocated when the final budgets are approved.

4.3. The base budget for 2007/08 – 2009/10 included a number of approved changes to the funding of services from the financial position of 2006/07. These included:

- Additional costs of £640k due to the anticipated impact of single status implementation. The £640k includes the anticipated cost of pay protection for any employees affected by a reduction in salary (£400k). The ongoing cost equates to £240k for the net impact of the implementation across the Council.
- Reduction to £100k in the contribution made to the vehicles repairs and renewals fund
- Removal of the funding relating to Concurrent Function payments to parish councils
- Removal of funding for Haybridge, Woodrush and the Museum
- Increase in the car parking charges by 10p (average increase) for 2007/08 and 2008/09

4.4. Following detailed costings of the impact of salary increments and vacant posts the net operating expenditure for revenue services as outlined in Appendix A:

- Base Budget for 2007/08 £11.704m
- Base Budget for 2008/09 £12.384m
- Base Budget 2009/10 £12.438m

4.5. Within this the following assumptions have been made for the main elements of the budget:

Pay awards	2.95% per annum (Note 1)
Utility costs	10.00% per annum
Business rates	10.00% per annum
Other costs	2.5% per annum
Government Grants	2.0% per annum (Note 4)
Investment interest	5.5% per annum (Note 2)
Pension fund increase	Note 3
Vacancy Management	4.0%

Notes:

1. For the purposes of this exercise it has been assumed that a pay award of 2.95% will be given in 2007/08-2009/10
  2. Investment interest for 2007/08-2009/10 has been included at 5.5%. This is based on information obtained from the Councils fund managers as an appropriate level for investments during 2007/08. The rate that has been applied for 2008/09 onwards is 5%.
  3. The pension fund actuaries have assessed that in order to move toward a fully funded pension scheme within six years the rate would need to increase by incremental steps of 0.7% per annum to a maximum of 19.1% by 2010/11. Currently the employers rate is 16.4% and the projected amount for this Council for 2007/08 is 17.1% (of gross pay).
  4. The Revenue Support Grant has been increased by 2% for 2008/09-2009/10.
- 4.6. Savings of 4% each year on the pay bill have been assumed through vacancy management. These savings will also be used to cover the costs of recruitment.

## **5. Budget Pressures**

- 5.1. Officers have identified a number of budget pressures that have either been deemed “unavoidable” or “high” priority. Unavoidable includes the ongoing effects of pressures during 2006/07 together with any corrections in the budget. A high priority is something that is in direct pursuit of the Council’s priorities. Each unavoidable and high pressure has a specific “funding request” schedule completed which reflects how the funding required meets the Council objectives.

5.2. A number of other budget pressures have been identified but these have been categorised as medium and low and do not form part of the financial projections.

5.3. A full list of budget pressures is included at Appendix B. Those classified as unavoidable and high to be included in the budget total:

- 2007/08 £1.799m
- 2008/09 £1.576m
- 2009/10 £1.615m

5.4 There are a number of “one off” items of expenditure that are included as high and unavoidable pressures. As these funds are required for one year only it is recommended that they are funded from balances. These relate to :

- Private sector housing condition survey £10k
- Updating of the SHMA £5k
- Warks and Worcs energy and efficiency advice centre £5k

The Housing surveys relate to supporting the County wide and South Housing Market Area approach to assessing housing needs and balancing the housing market. This is one of the key issues as identified in the Audit Commission inspection that requires input from this Council.

This is in addition to other one off expenditure that has already been approved as being funded by balances as follows (impact for 2007/08 shown):

- Local Development Scheme £97k
- District elections £45k
- Job evaluation (funding split over two financial years) £67k
- Improvement Plan £98k

5.5 The Unavoidable and High Pressures are recommended for approval.

5.6 The funding from balances for the “one-off” items of expenditure is recommended for approval. The impact on balances can be seen at 12.3

## **6. Budget reductions**

6.1 The savings have been proposed by Corporate and Senior Management Teams following an away day to identify areas which could demonstrate:

- Additional income generation
- Reduction to costs with no impact on service delivery
- Alternative methods of service delivery / shared / collaborative working to realise savings (this includes the potential transfer of some services to a leisure trust)
- Reduction in cost of services which do not directly impact on the Councils priorities

6.2 The savings have been categorised into recommended, possible and low depending on the impact to the priorities. The schedule at Appendix D includes all savings proposed but for the purpose of the budget only those classed as recommended have been included. These total:

- 2007/08 £1.314m
- 2008/09 £1.571m
- 2009/10 £2.134m

6.3 The savings as identified in 6.2 are recommended for approval.

## **7 Investment Interest**

7.1 A critical element within the overall medium term financial plan is Investment Interest. Working alongside our fund managers we have looked at the projections with regard to investment interest and it is anticipated that a rate of return of 5.5% will be achieved in 2007/08 however the view is that this will drop in 2008/09 and 2009/10 to 5%.

## **8 Government Grant**

8.1 The Council has the final settlement for 2007/08 which is included in the base budget. This reflects the draft settlement that was included in the previous 2007/08 figures.

8.2 There has been no indication from the Government as to the draft settlement for 2008/09 therefore an increase of 2% has been included in the base budget figures for 2008/09 and 2009/10.

8.3 The main elements of the provisional grant settlement are (2006/07 figures provided for information):

	<b>2006/07 £</b>	<b>2007/08 £</b>	<b>Increase £</b>	<b>Increase %</b>
Revenue Support Grant	745,602	679,695	-65,907	-8.8%
Redistributed business rates	3,862,512	4,050,128	187,616	+4.9%
<b>Formula Grant (FG)</b>	<b>4,608,114</b>	<b>4,729,823</b>	121,709	+2.6%

8.4 For 2007/08 the indicative grant settlement represents a net 2.6% increase to the 2006/07 settlement. In comparison to other Districts:

	2006/07 £m	2007/08 £m	Increase £m	Increase %	Taxbase
Bromsgrove	4.608	4.730	0.122	2.65	35,939
Malvern Hills	4.692	4.965	0.273	5.82	29,686
Redditch	6.097	6.287	0.190	3.12	26,937
Worcester	7.723	7.981	0.258	3.34	32,282
Wychavon	6.766	7.122	0.356	5.26	46,740
Wyre Forest	7.287	7.687	0.400	5.49	34,535



- 8.5 Obviously in order to establish a robust three-year financial strategy the Council has to make an assessment of the likely level of grant increases for future years. The table below shows what we would receive in FG given a range of percentage increases:

<b>Increase in formula grant</b>	<b>2008/09 £</b>
1% increase	47,298
2% increase	94,596
3% increase	141,895

- 8.6 At this stage it is recommended that we include an increase of 2% for 2008/09 and 2009/10 however it should be noted that the general feeling is that likely grant increases are going to be extremely low due to the Governments expectation of increased efficiencies (as outlined in the white paper).

## **9 Council Tax**

- 9.1 The Executive Cabinet approved on 6<sup>th</sup> December 2006 the Council Tax Base for 2007/08 as 35,939.18. Based on a 4.99% increase in Council Tax for 2007/08 this would result in a demand on the Collection Fund of £6,198,071 an increase of £351,455 from 2006/07.
- 9.2 Given that the Government has given strong indications that it will cap any authority that imposes an increase in Council Tax of more than 5% it is felt that any rise needs to be carefully considered. It is therefore recommended that the Council Tax is increased by 4.99% for 2007/08 and 4.99% for 2008/09 and 2009/10. The demand on the Collection Fund for 2008/09 and 2009/10 has assumed an increase in the Council Tax base of 0.5%.
- 9.3 The impact of this increase will be an additional £8.21 on Band D with a revised charge of £172.46.

## **10 Collection Fund**

- 10.1 Every year the Council has to estimate the surplus or deficit on the Collection Fund. The surplus as at the 31<sup>st</sup> March 2007 was estimated in January in accordance with statutory requirements. The surplus was calculated as £550,522. This is then distributed to the major precepting authorities pro rata to their Band D charge, thus the surplus will be paid as follows:

• Worcestershire CC Share	69.76%	£384,002
• Bromsgrove DC Share	13.78%	£75,921
• West Mercia Police Share	11.65%	£64,149
• Hereford & Worcester FB	4.81%	£26,450

- 10.2 This means that the Council will receive £75,921 in 2007/08 to help fund the revenue budget.
- 10.3 The main way in which the Collection Fund generates a surplus is if the Council collects more council tax, in percentage terms, than was assumed when setting the Council Tax base. When setting the Council Tax base for 2007/08 the collection rate was set at 99.0%. At this level it is not considered that any further surplus will be generated in the period covered by the Medium Term Financial Plan 2007/08 to 2009/10.

## **11 Overall Position**

- 11.1 Based on the assumptions and the proposed pressures and savings the overall position for each of the three years is as follows:

	<b>2007/08 £</b>	<b>2008/09 £</b>	<b>2009/10 £</b>
Base cost of General Fund Services	11,704,277	12,383,742	12,437,649
Pressures	1,799,000	1,576,000	1,615,000
Savings	-1,314,000	-1,571,000	-2,134,000
Investment Income	-749,045	-398,950	-311,450
Recharge to capital programme	-127,000	-130,000	-133,000
<b>Net operating expenditure</b>	<b>11,313,232</b>	<b>11,859,792</b>	<b>11,474,199</b>
Transfer from (-) to balances	-309,417	-462,944	416,104
Surplus from Collection Fund	-75,921		
Government Grant	-4,729,823	-4,824,419	-4,920,908
<b>Assumed Council Tax</b>	<b>6,198,071</b>	<b>6,572,429</b>	<b>6,969,395</b>

- 11.2 The balanced budget for 2007/08-2009/10 assumes the Council will deliver the recommended savings and will fund the Capital Programme as detailed in the Capital Programme report elsewhere on the agenda.

## **12. Balances**

- 12.1 The projected level of balances at 31<sup>st</sup> March 2007 is £1.434m. The proposed use of balances in 2007/08 includes £67k in respect of part year funding of the additional cost of the impact of single status. In addition to this there is a net impact of the approved improvement plan of £98k and the funding required for the district elections of £45 and the Local Development Framework £98k.
- 12.2 In addition it is proposed that the “one-off” items as detailed in 5.4 are funded from balances in 2007/08. These equate to £20k.

12.3 The impact on the use of balances are shown in the table below:

	2007/08 £000	2008/09 £000	2009/10 £000
<b>Balance available at start of year</b>	-1,434	-1,126	-663
<b>Items approved in 2006/07 - 2008/09 MTFP</b>			
Local Development Scheme	97	98	
District elections	45		
Job evaluation (funding split over two financial years)	67	333	
Improvement Plan	98	70	70
Housing Surveys	20		
Contribution to balances	-19	-38	-486
<b>Balance available at end of year</b>	-1,126	-663	-1,111

12.4 An assessment of the financial risk to the Authority has been made. It is proposed that a reduction in the minimum level of balances from £850k to £600k can be made as the accounts of the Council have been unqualified for 3 years and as such there is a reduced risk to the Authority of financial liability. £600k would represent 5% of the Councils base cost of general services.

12.5 The surplus to be contributed to balances in 2009/10 is based on the assumption that the Council will implement a fundamental change in waste collection. The potential saving to the Council is £500k and has been included in the projections as a contribution to balances.

### **13 Fees and charges**

13.1 The financial plan currently includes a 2.5% increase on fees and charges together with a 10p average charge on car park income. Members will note that included in the pressures is a reduction in the income target for car parking as the anticipated receipts for 2006/07 have not been realised.

13.2 Attached at Appendix D is a full list of fees and charges which is recommended for approval by Members. There is a need however to monitor and review fees and charges on an ongoing basis, and it is proposed that the Head of Financial Services be authorised to approve changes to fees and charges in consultation with the finance portfolio holder and other appropriate portfolio holders as necessary.

### **14 Scrutiny and Consultation of Budget**

14.1 The budget proposals are to be presented to Scrutiny Committee on 15<sup>th</sup> February 2007 – their comments together with the response from officers will be tabled at the Cabinet meeting.

14.2 Appendix G contains the results of two recent focus groups held on the 2007/08 budget. Obviously Cabinet should pay due regard to the findings, but are not duty bound to adjust the budget as a result of the findings. Cabinet Members who attend the Government Monitoring Board will remember that the Board specifically questioned the Council on what arrangements we had made for budget consultation.

## **15 Other Issues**

15.1 A final issue that may impact on the budget is the ongoing appeal that Customs and Excise have relating to the car park VAT. The Council has invoiced customs for £273k and continues to monitor the levels of VAT that are paid over to the department as part of the VAT return. If Customs are unsuccessful in their appeal the VAT will be repayable to the Council. Due to the uncertainty surrounding this it is not felt to be prudent to include this in the medium term financial plan.

## **16 Local Government Act 2003**

16.1 There are a number of requirements that fall upon me, as the Council's Section 151 officer, to include in the budget report. These are set out below, together with my comments on each of the issues:

16.1.1 The level and use of reserves to be formally determined by the Council must be informed by the judgement and advice of the Chief Financial Officer (CFO).

*Section 151 officer's comments: I have reviewed the level of balances and assessed against the financial risk to the Authority. In my professional opinion the revised minimum level of £500k meets the Authorities needs. In addition, and a continuation of the previous medium term financial plan, balances should not be used to fund ongoing revenue expenditure. I believe this strategy remains robust and the Council should seek to achieve this position as soon as possible.*

16.1.2 The CFO to report the factors that have influenced his/her judgement in the context of the key financial assumptions underpinning the budget, and ensure that his/her advice is formally recorded. Where that advice is not accepted, this should be formally recorded in the minutes of the meeting.

*Section 151 officer's comments: The main assumptions included in the calculation of the budget are as follows:*

<i>pay awards</i>	<i>2.95% increase per annum</i>
<i>utility costs</i>	<i>10% increase per annum</i>
<i>business rates</i>	<i>10% increase per annum</i>
<i>other costs</i>	<i>2.5% increase per annum</i>
<i>Government grants</i>	<i>2% increase per annum (2008/09)</i>
<i>investment interest rate</i>	<i>5.5% per annum for 2007/08 and 5.0% for 2008/09 and 2009/10</i>
<i>employer's pension fund</i>	<i>increase to 17.1% from April 2007 and 17.8% from April 2008 – awaiting actuarial valuation for 2008/09 -2009/10</i>
<i>vacancy management</i>	<i>4% per annum</i>

Council Tax	4.99% per annum
Council Tax base	0.5% increase per annum.

16.1.3 The report should include a statement showing the estimated opening balance on general fund reserves for the year ahead, any contribution to/from the fund, and the estimated closing balance.

*Section 151 officer's comments: statement included in this report.*

16.1.4 The report should show the extent to which reserves are financing ongoing expenditure.

*Section 151 officer's comments: included in this report*

16.1.5 The report should include a statement from the CFO on the adequacy of general reserves and provisions both for the forthcoming year and in the context of the medium term financial plan.

*Section 151 officer comments: the reserves are sufficient for the period of the medium term financial plan i.e., 2007/08 to 2009/10.*

16.1.6 The report should include a statement on the annual review of earmarked reserves showing:

- list of earmarked reserves
- purpose of reserve
- advice on appropriate levels
- estimated opening / closing balances
- planned additions / withdrawals

*Section 151 officer's comments: detailed at Appendix F.*

16.1.7 Prudential indicators and related matters

*Section 151 officer's comments: This will be covered by the Treasury Management Strategy which will be presented to Cabinet in April.*

## **17 FINANCIAL IMPLICATIONS**

17.1 None other than those included in the report.

## **18. LEGAL IMPLICATIONS**

18.1 As stated in section 16.

## **19. CORPORATE OBJECTIVES**

19.1 The delivery of a balanced budget demonstrates the Councils ability to fund objectives and priorities within a reasonable level of increase to residents.

## **20. RISK MANAGEMENT**

20.1 Councils are assessed under Comprehensive Performance Assessment (CPA) on their effective use of resources. In order to satisfy one of the requirements of the CPA, a risk assessment of our major items of income and expenditure has to be undertaken. Whilst the Council are only due to undergo a CPA at the end of February it is considered good practice that this should be undertaken.

- 20.2 An assessment of the risks associated with the proposed reductions and proposed additional spending is included within the appropriate appendices. An overall risk assessment of the major items included within the base budget is attached at Appendix E.

## 21. CUSTOMER IMPLICATIONS

- 21.1 The level of the Council Tax will impact on the residents of Bromsgrove and the budget report sets out the financial information for residents to understand where the council tax is spent.

## 22. OTHER IMPLICATIONS

Procurement Issues	N/A
Personnel Implications	A number of the proposals do have potential HR implications – such as alternative methods of service delivery – staff will be fully consulted on all proposals prior to implementation.
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

## 23. 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>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	<b>Yes</b>

<i>(must approve Financial Implications before report submitted to Leader's Group)</i>	
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>Yes</b>

#### 24. **APPENDICES**

Please list the appendices attached to the report as shown in the example below.

- Appendix A – summary
- Appendix B – pressures
- Appendix C – Savings
- Appendix D – scale of charges
- Appendix E – risks
- Appendix F – Statement of Reserves
- Appendix G – Consultation Feedback

#### 25. **BACKGROUND PAPERS**

- Budget timetable
- Detailed budget working papers

#### **CONTACT OFFICER**

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## BUDGET SUMMARY 2007/08 - 2009/10

	2007-2008	2008-2009	2009/10
	BUDGET £	BUDGET £	BUDGET £
<b>Portfolio/Service Area</b>			
Corporate Communications, Performance & Policy	353,418	368,012	379,919
Corporate Services	761,831	1,063,570	749,726
Culture & Community Services	1,973,092	2,045,273	2,115,047
E-Government & Customer Services	2,167,228	2,215,862	2,272,190
Financial Services	1,409,181	1,482,080	1,549,250
Legal & Democratic Services	1,825,103	1,868,421	1,931,620
Organisational Development & Human Resources	576,718	589,283	606,727
Planning & Environment Services	3,370,222	3,462,936	3,443,799
Street Scene & Waste Management Services	3,451,058	3,437,790	3,545,933
Less: Asset Management Revenue Account	-4,194,112	-4,194,112	-4,194,112
<b>BASE COST OF GENERAL FUND SERVICES</b>	<b>11,693,739</b>	<b>12,339,114</b>	<b>12,400,099</b>
<b>Contributions to/from earmarked reserves</b>	<b>10,538</b>	<b>44,628</b>	<b>37,550</b>
<b>Net Cost of General Fund Services</b>	<b>11,704,277</b>	<b>12,383,742</b>	<b>12,437,649</b>
<b>Pressures - UNAVOIDABLE</b>	<b>1,218,000</b>	<b>1,191,000</b>	<b>1,208,000</b>
<b>Pressures - FUNDING REQUESTS - HIGH</b>	<b>465,000</b>	<b>270,000</b>	<b>276,000</b>
<b>Pressures - LOSS OF INTEREST</b>	<b>116,000</b>	<b>115,000</b>	<b>131,000</b>
<b>Savings - RECOMMENDED</b>	<b>-1,314,000</b>	<b>-1,571,000</b>	<b>-2,134,000</b>
Less: Investment Income	-749,045	-398,950	-311,450
Less: Recharge to Capital Programme	-127,000	-130,000	-133,000
<b>NET OPERATING EXPENDITURE</b>	<b>11,313,232</b>	<b>11,859,792</b>	<b>11,474,199</b>
Contributions to(+)/from(-) Specific Reserves			
<b>AMOUNT TO BE MET FROM GOVERNMENT GRANTS &amp; LOCAL TAXPAYERS</b>	<b>11,313,232</b>	<b>11,859,792</b>	<b>11,474,199</b>
Prior Year Surplus on Collection Fund	-75,921		
Contribution to/from(-) Working Balances	-309,417	-462,944	416,104
Revenue Support Grant			
Distribution from Non Domestic Rate Pool	-4,729,823	-4,824,419	-4,920,908
<b>DEMAND ON COLLECTION FUND</b>	<b>6,198,071</b>	<b>6,572,428</b>	<b>6,969,396</b>
<b>ASSUMED COUNCIL TAX INCOME @ 4.99% Council Tax Increase</b>	<b>6,198,071</b>	<b>6,572,428</b>	<b>6,969,396</b>
	<b>0</b>	<b>0</b>	<b>0</b>

	SERVICE	2007/08 £'000	2008/09 £'000	2009/10 £'000	DELIVERY OF CORPORATE PRIORITIES	COMMENTS
<b>UNAVOIDABLE</b>						
Members allowances	LEGAL & DEMOCRATIC	52	52	52	Improvement - revised member role & responsibility	To fund the recommendations of the independent remuneration panel for 2006/07 and 2007/08 members allowances
Utility cost	LEGAL & DEMOCRATIC	40	40	40	All priorities - cannot deliver services without the utilities of this building	Increase in fuel costs have impacted on the bills to be met by the Council. Any savings as a result of future reduction in costs to be refunded to balances. This cost covers the charges in respect of the Council House.
Utility Costs	STREET SCENE & WASTE MANAGEMENT	42	43	44	Clean District and the ability to deliver improvements in customer service	Increase in fuel costs have impacted on the bills to be met by the Council. Any savings as a result of future reduction in costs to be refunded to balances. This cost covers the charges in respect of the multi-storey car park and the gas and water usage at the depot
Utility cost	CULTURE & COMMUNITY	40	40	40	All priorities - cannot deliver services without the utilities of this building	Increase in fuel costs have impacted on the bills to be met by the Council. Any savings as a result of future reduction in costs to be refunded to balances. This cost covers the charges in respect of the Dolphin Centre.
Vehicle maintenance	STREET SCENE & WASTE MANAGEMENT	72	75	78	Clean District and the ability to deliver improvements in customer service	Increasing the vehicle fleet has led to an increase in the fuel usage together with the increase in prices. In addition there has been an increase in the maintenance and tyre costs for the fleet.
Contract Hire	STREET SCENE & WASTE MANAGEMENT	64	67	69	Clean District and the ability to deliver improvements in customer service	There are a number of vehicles that have to be hired whilst replacements are being sourced. Additional vehicles are also required for the recycling service.
Dolphin Refunds	STREET SCENE & WASTE MANAGEMENT	56	57	58	Customer Service	This reflects the loss in income due to the refunds being given at the Dolphin Centre from the Car Park.
Recycling Credits	STREET SCENE & WASTE MANAGEMENT	35	36	37	Customer Service	The income from recycling through the recycling sites has reduced as the column of waste collected through the kerbside scheme has increased.
Highways	STREET SCENE & WASTE MANAGEMENT	16	16	17	Customer Service	There has been a reduction in the work requested by external customers which has led to a decrease in the income generated.
Car Park Income	STREET SCENE & WASTE MANAGEMENT	200	205	210	Customer Service	The predicted income based on a 10p increase in charges has not been realised. It is assumed that this will continue into 2007/08 - 2009/10. A review of car park charging is currently being undertaken.
BDHT Contract	STREET SCENE & WASTE MANAGEMENT	102	105	108	Customer Service	The contract for Grounds Maintenance has been lost and therefore the income target is no longer achievable.
Private Cleansing	STREET SCENE & WASTE MANAGEMENT	13	13	13	Customer Service	The focus on improving the districts cleanliness will impact on the delivery of private chargeable works. The additional income anticipated will not be achievable within the current resource.
Transfer Site	STREET SCENE & WASTE MANAGEMENT	10	10	10	Customer Service	This reflects the income from the rental of the transfer station that was set at an unrealistic level.
Shortfall in income	CULTURE & COMMUNITY	80	80	80	Improvement and Customer Service	The income from the Dolphin Centre is significantly lower than anticipated due to the lack of facilities in respect of the fitness suite. The reduction of the target will demonstrate the Council is not setting unrealistic targets of income to fund activities.
Community Safety incorrect budget	CULTURE & COMMUNITY	70	70	70	Improvement in financial management	The budget in respect of Community Safety was incorrectly set for 2006/07. The increase in funding requested will ensure a correct budget is available for the service.
Shortfall in income	PLANNING & ENVIRONMENT	203	203	203	Impact on financial management as income target for planning not reached	Income in relation to Planning Apps/ Search Fees /Building control has significantly reduced to the target during 2006/07. This is mainly due to the planning moratorium and external agencies being used for personal searches. The income target is to be reduced to reflect the shortfall.
Redundancy haybridge etc	CORPORATE	16			Improvement in financial management	This reflects the potential costs arising from the closure of the Haybridge and Woodrush sites. This may be reduced depending on transfer to the County or a trust.
Council Chat distribution	POLICY & PERFORMANCE	6	6	6	Customer Service	To maintain the delivery of the extension to the Council Chat to quarterly during the year.
Shortfall in income	HR & OD	8	8	8	Improvement in financial management	To reduce the income target as the contract for Health and Safety advice to BDHT has been terminated.
Improvement Plan	CORPORATE	90	62	62	Improvement in the Council and delivery of customer service	To fund the support to the Council to ensure delivery of the Improvement Plan - as approved by Executive Cabinet
Maintenance of closed cemeteries		3	3	3	Customer Service	To maintain the closed cemetery at Lickey and Blackwell as no longer funded via the concurrent payment. Responsibility remains with Council.
<b>TOTAL UNAVOIDABLE PRESSURES</b>		<b>1,218</b>	<b>1,191</b>	<b>1,208</b>		

	SERVICE		2007/08	2008/09	2009/10	DELIVERY OF CORPORATE PRIORITIES	COMMENTS
<b>ADDITIONAL FUNDING REQUESTS (BIDS)</b>							
Salary Re-grades	POLICY & PERFORMANCE	HIGH	8	9	10	Provide performance information on all councils priorities	To provide a competitive salary to recruit a professionally qualified and skilled team of policy and performance officers.
Area Committees	POLICY & PERFORMANCE	HIGH	8	24	25	Delivery of improved customer service in the Authority	Increasing Community Influence by establishing area cttees
Customer Panel	POLICY & PERFORMANCE	High	8	8	8	Delivery of improved customers satisfaction, reputation and Performance	Increasing customer surveys
Customer feedback system (complaints)	POLICY & PERFORMANCE	HIGH	2	3	4	Performance improvement, reputation and customer satisfaction	To maintain the system as part of capital project ( as detailed in Capital Programme report)
Desktop printing	E-GOV & CUSTOMER SERVICES	HIGH	7	8	8	Invest to save and improved customer service & efficiency	To maintain the new printers as part of capital invest to save project ( as detailed in Capital Programme report)
Queue management system -CSC	E-GOV & CUSTOMER SERVICES	HIGH	5	5	5	Delivery of improved customer service in the Authority	To maintain the new q-management system as part of capital project ( as detailed in Capital Programme report)
Grading of csc advisors	E-GOV & CUSTOMER SERVICES	HIGH	6	9	10	Delivery of improved customer service in the Authority by having more motivated & professional staff	To regrade CSC advisors as recognition of qualifications awarded
Professional subs	LEGAL & DEMOCRATIC	HIGH	2	2	2	Improvement - professional staff delivering service in house	To fund subscriptions for professional staff to maintain quality of recruitment
Case Management system	LEGAL & DEMOCRATIC	HIGH	2	2	2	Improvement and improving customer satisfaction.	To maintain the case management system as part of capital project ( as detailed in Capital Programme report)
Longbridge work with consultants	PLANNING & ENVIRONMENT	HIGH	80			Support the Longbridge priority re the development for regeneration	The money will be used to fund the various stages that must be gone through to enable the Longbridge Action Area Plan to become adopted and then implemented. This will include Examination costs (Planning Inspectorate fees, venue hire, barristers and so on), as well as potential administrative support to the Examination In Public (EIP).
Smoke free legislation	PLANNING & ENVIRONMENT	HIGH	32	32	32	Community Well being - to support compliance with legislation - funded from gov grant	To appoint an officer to ensure compliance with smoke free legislation - the external funding to support this post is shown on the savings schedule
2 yr FTC position re HR advisor	HR & OD	HIGH	32	32	32	Support Improvement	To support the delivery of improvements in relation to HR and Organisational Development. The funding will enable the current fixed term post to be made permanent to ensure quality of service provision to the Council.
Tree survey	CULTURE & COMMUNITY	HIGH	4		0	Reputation - Councils liability leading to negative press	To ensure the Council is compliant with ensuring all trees are surveyed for potential concerns
CCTV Rubery exchange	CULTURE & COMMUNITY	HIGH	1	1	1	Community Influence - enables Council to identify problems in the area.	This cost reflects the additional line to ensure the CCTV cameras can function effectively in the Rubery area - as part of the capital project
Rent in advance deposit bond scheme	PLANNING & ENVIRONMENT	HIGH	7	5	5	Delivery of improved housing needs within the district	Reduce homelessness
Homelessness prevention spend to save scheme	PLANNING & ENVIRONMENT	HIGH	5	4	4	Delivery of improved housing needs within the district	Council officers to resolve housing difficulties.
Information Management Post	E-Gov	HIGH	34	35	36	To deliver improvements in the Council	To provide for a member of staff to ensure the council complies with management information issues and delivery of the spatial project
Xmas Lights	CULTURE & COMMUNITY	HIGH	5	5	5	Community Events in district	The funds relate to the entertainment programme at the Xmas lights switch on - there is a sponsorship target to fund the activity detailed in the savings schedule
Haybridge	CULTURE & COMMUNITY	HIGH	32	0	0	Part year impact	Funds relate to the transition period in transferring the centre to a trust
Woodrush	CULTURE & COMMUNITY	HIGH	24	0	0	Part year impact	Funds relate to the transition period in transferring the centre to the school
Museum	CULTURE & COMMUNITY	HIGH	48	0	0	full year impact	Funds relate to the transition period in review alternative methods of delivery - the funding requested will meet the full year cost of providing the museum.
Private sector housing condition survey	PLANNING & ENVIRONMENT	HIGH	10	0	0	Delivery of improved housing needs within the district	Surveys to bring Council in line with other local authorities
Updating of the SHMA	PLANNING & ENVIRONMENT	HIGH	5	0	0	Delivery of improved housing needs within the district	Ability to perform in a broad range of housing and homelessness indicators.
Warks and Worcs energy and efficiency advise centre	PLANNING & ENVIRONMENT	HIGH	5	0	0	Delivery of improved housing needs within the district	WEEAC is already helping us to improve our energy efficiency service to the public by introducing an Energy Efficiency Key Account to the council to increase the awareness of council employees and improve energy efficiency within the council buildings, to lead the residents by example.

	SERVICE		2007/08	2008/09	2009/10	DELIVERY OF CORPORATE PRIORITIES	COMMENTS
Software & maintenance	E-GOV & CUSTOMER SERVICES	HIGH	6	6	6	Delivery of improvements within the Council	The software and maintenance charges in relation to the Modern e-gov system that was approved for 2006/07 capital programme.
PPCG 17	CULTURE & COMMUNITY	HIGH	9			Delivery of the Planning Core Strategy by producing a plan of all parks & open spaces in the district.	To provide for a plan of Leisure areas in the district this will enable the planning core strategy to be produced as a robust schedule of all parks & open spaces will be available.
Maintenance of the Oakhalls open spaces	CULTURE & COMMUNITY	HIGH	15	15	15	Delivery of customer service	To enable the open spaces at the Oakhalls to be maintained - to provide a clean environment for the residents of the district.
Support for the 2012 Olympics	CULTURE & COMMUNITY	HIGH	3	3	3	Customer Service	To support the County wide partnership in relation to the 2012 Olympic co-ordinator
LSP Support	POLICY & PERFORMANCE	HIGH	10	10	10	Improvement in partnerships	A contribution from the Council in respect of financial support to the LSP to include support to moving the Bromsgrove rail station
Car Parking - Disabled Drivers	STREET SCENE & WASTE MANAGEMENT	HIGH	50	52	53	Customer Service	To cancel the charges in the district car parks in relation to disabled drivers.
<b>TOTAL HIGH PRESSURES</b>			<b>465</b>	<b>270</b>	<b>276</b>		
<b>LOSS OF INTEREST ON CAPITAL SCHEMES</b>							
Customer feedback system - Value £20k	E-GOV & CUSTOMER SERVICES	HIGH	1	1	1	Performance improvement, reputation and customer satisfaction	This cost is the impact of the loss of interest of the Council from the capital project. The project will provide a system to automatically and efficiently track complaints
Desktop printing - Value £75k	E-GOV & CUSTOMER SERVICES	HIGH	4	4	4	Performance improvement, reputation and customer satisfaction	This cost is the impact of the loss of interest of the Council from the capital project. The project will provide a fleet of new printers that are also photocopiers / faxes and will provide match savings within an 18 month period.
Replacement of CCTV cameras - Value £454k	CULTURE & COMMUNITY	HIGH	0	20	25	Community Influence - ensure cameras are available - reputation maintained	This cost is the impact of the loss of interest of the Council from the capital project. The funds are required to ensure there is a planned programme of replacement for the CCTV cameras in the district.
Vehicles - Value £1.7m	STREET SCENE & WASTE MANAGEMENT	HIGH	50	21	32	Improved customer service & clean district - improved performance	This cost is the impact of the loss of interest of the Council from the capital project. The capital project is to maintain the vehicle replacement programme for 2007/08 -2009/10
Grants to RSLs - Value £250k	PLANNING & ENVIRONMENT	HIGH	14	14	14	Housing	This cost is the impact of the loss of interest of the Council from the capital project.
Grants to RSLs - Value £22k	PLANNING & ENVIRONMENT	HIGH	1	1	1	Housing	This cost is the impact of the loss of interest of the Council from the capital project.
Queue management system - Value £30k	E-GOV & CUSTOMER SERVICES	HIGH	2	2	2	Customer Service improvements	This cost is the impact of the loss of interest of the Council from the capital project. The project will provide for a system where the customer will be managed within an automatic queue.
Case Management System - Value 14k	LEGAL & DEMOCRATIC	HIGH	1	1	1	Improvement and improving customer satisfaction.	This cost is the impact of the loss of interest of the Council from the capital project. To maintain the case management system as part of capital project
Alterations to Council House Buildings in Compliance with DDA - Value 300k	LEGAL & DEMOCRATIC	HIGH	8	16	16	Improvement and demonstrating a commitment to Equality and Diversity	This cost is the impact of the loss of interest of the Council from the capital project. The project will provide DDA adaptations to Council Facilities in line with the recent SCOPE recommendations

	SERVICE		2007/08	2008/09	2009/10	DELIVERY OF CORPORATE PRIORITIES	COMMENTS
Replacement pay and display ticket machines - Value 18k	STREET SCENE & WASTE MANAGEMENT	HIGH	1	1	1	Customer Service	This cost is the impact of the loss of interest of the Council from the capital project. The project will fund replacements of the pay and display machines.
Alvechurch Youth Scheme - Value 90k	CULTURE & COMMUNITY	HIGH	5	5	5	Customer Service	This cost is the impact of the loss of interest of the Council from the capital project.
Bromsgrove Youth Scheme - Value 85k	CULTURE & COMMUNITY	HIGH	5	5	5	Customer Service	This cost is the impact of the loss of interest of the Council from the capital project.
Tutnall and Cobley - Access Improvements - Value 25k	CULTURE & COMMUNITY	HIGH	1	1	1	Customer Service	This cost is the impact of the loss of interest of the Council from the capital project.
Homeless Hostel Re-modelling Scheme - Value 325k	PLANNING & ENVIRONMENT	HIGH	18	18	18	Housing	This cost is the impact of the loss of interest of the Council from the capital project.
Housing Safety Net Funding - Scheme to be developed - value 83k	PLANNING & ENVIRONMENT	HIGH	5	5	5	Housing	This cost is the impact of the loss of interest of the Council from the capital project.
<b>HIGH PRESSURES LOSS OF INTEREST</b>			<b>116</b>	<b>115</b>	<b>131</b>		
<b>MEDIUM PRIORITY ( NOT FUNDED)</b>							
Out of hours- ICT support to CSC & Leisure	E-GOV & CUSTOMER SERVICES	MEDIUM	26	27	28	Delivery of improved customer service in the Authority	To cover bank holidays
Develop intranet site - Value £15k	E-GOV & CUSTOMER SERVICES	MEDIUM	1	1	1	Improvements and performance as access available to more informative intranet	This cost reflects the ongoing annual maintenance of the improvements to the current internal intranet site to give more information to all staff.
Develop Intranet site	E-GOV & CUSTOMER SERVICES	MEDIUM	2	2	2	Improvements and performance as access available to more informative intranet	This cost is the impact of the loss of interest of the Council from the capital project.
network to shopmobility - Value £25k	E-GOV & CUSTOMER SERVICES	MEDIUM	1	1	1	Delivery of improved customer service in the Authority and access for shopmobility staff	This cost reflects the ongoing annual maintenance of the link to the shopmobility site for access to capr park and other systems
Network to shopmobility	E-GOV & CUSTOMER SERVICES	MEDIUM	8	8	9	Delivery of improved customer service in the Authority and access for shopmobility staff	This cost is the impact of the loss of interest of the Council from the capital project.
Implementation of choice based letting schemes	PLANNING & ENVIRONMENT	MEDIUM	6	11	11	Delivery of improved housing needs within the district	Improvements in rates of homelessness
Funding of homeless appeals	PLANNING & ENVIRONMENT	MEDIUM	4	4	4	Delivery of improved housing needs within the district	Considering appeals made by homeless applicants
water inspections - legionnaires	PLANNING & ENVIRONMENT	MEDIUM	2	1	1	Delivery of improved housing needs within the district	Maintaining housing to legal standards
Local Law	PLANNING & ENVIRONMENT	MEDIUM	2	2	2	Delivery of improved housing needs within the district	Online legal advisory service
Sanctuary Scheme for domestic violence	PLANNING & ENVIRONMENT	MEDIUM	2	2	2	Delivery of improved housing needs within the district	Providing a safe home for those persons threatened with domestic violence
Alcohol free zone	CULTURE & COMMUNITY	MEDIUM	2	2	2	Reputation to Council - cannot enforce without signage - customer service	To maintain signage for alcohol free zones
Bandstand prog	CULTURE & COMMUNITY	MEDIUM	6	6	6	Community Events	To reinstate the programme
Xmas lights switch on	CULTURE & COMMUNITY	MEDIUM	8	8	8	Community Events	To reinstate the switch on
Tourism - notice boards	CULTURE & COMMUNITY	MEDIUM	6	6	6	Customer Service	To provide additional tourist information signage in the District
Increase the single status budget	HR & OD	MEDIUM		20	20	Improvement	To fund additional external support necessary to implement single status
Building works to csc - Value £15k	E-GOV & CUSTOMER SERVICES	MEDIUM	1	1	1	Customer Service	This cost is the impact of the loss of interest of the Council from the capital project. To fund building works to separate the call centre from the main advisors
Changes to council chamber - Value £6k	LEGAL & DEMOCRATIC	MEDIUM	0	1	1	Improvement and customer service and increase community involvement	This cost is the impact of the loss of interest of the Council from the capital project. To provide enhanced facilities within the Council Chamber and Committee rooms including; visual facilities and accessibility
Lifeline - Value £51k	CULTURE & COMMUNITY	MEDIUM	2	2	2	Improvement and customer service	This cost is the impact of the loss of interest of the Council from the capital project. To provide new lifeline units for use within the district.
Graphics Designer	POLICY & PERFORMANCE	MEDIUM	33	29	29	Improvement and customer service	To appoint a graphics designer to support the improvements in the reputation and branding of the Council
Water Courses Task Group	STREET SCENE & WASTE MANAGEMENT	MEDIUM	8	8	8	Clean District and the ability to deliver improvements in customer service	To support the recommendations of the water courses task group to improve the courses in the district.

	SERVICE		2007/08	2008/09	2009/10	DELIVERY OF CORPORATE PRIORITIES	COMMENTS
<b>TOTAL MEDIUM PRESSURES</b>			<b>120</b>	<b>142</b>	<b>144</b>		
<b>LOW PRIORITY ( NOT FUNDED)</b>							
Council Chat Distribution	POLICY & PERFORMANCE	LOW	12	13	14	Delivery and improvement of councils reputation	Make public aware of the Council Chat by using separate delivery method
Democracy Week	POLICY & PERFORMANCE	LOW	?	?	?	Delivery and improvement of councils reputation	Bringing in the interest of younger people
corporate LAN & CCTV - Value £25k	E-GOV & CUSTOMER SERVICES	LOW	1	2	2	Delivery of improved customer service in the Authority and access for CCTV operatives	This cost is the impact of the loss of interest of the Council from the capital project. To maintain the new Corporate LAN & CCTV system as part of capital project
Corporate LAN & CCTV	E-GOV & CUSTOMER SERVICES	LOW	1	1	1	Delivery of improved customer service in the Authority and access for CCTV operatives	To maintain the new Corporate LAN & CCTV system as part of capital project
Maintenance of Council House	LEGAL & DEMOCRATIC	LOW	8	8	8		To maintain the fabric of the Council House building
Scores on doors	PLANNING & ENVIRONMENT	LOW	5	2	2	Community well being and improve customer service	To provide a "scores on doors"system for restaurants to improve customer information
Bromsgrove Summer Fair	PLANNING & ENVIRONMENT	LOW	1	1	1	Community Activity and Town Centre events	To support the summer fair in the Town Centre
Proposed LAA Housing priority	PLANNING & ENVIRONMENT	LOW		5	5		To support the LAA within the County
Passport to Leisure	CULTURE & COMMUNITY	LOW	67	67	67	Increase reputation - customer influence and enhanced access to those who cannot afford facilities.	To support a Passport to Leisure Scheme in the District
Assistant Training & Dev Officer	HR & OD	LOW	19	19	19	Improvement and performance of staff	To provide support for the corporate training officer
Active health partners contract	HR & OD	LOW	31	27	27	Improvement and performance of staff	To join partnership to manage sickness within the Council - should be self funding
Employee assistance programme	HR & OD	LOW	7	7	7	Improvement and performance of staff	To support the staff via a counseling service
Passport to Leisure - Value £24k	CULTURE & COMMUNITY	LOW	1	1	1	Customer Service & Community Well Being	This cost is the impact of the loss of interest of the Council from the capital project. The project will provide for a passport for those eligible within the district to use leisure facilities at a reduced rate
<b>TOTAL LOW PRESSURES</b>			<b>153</b>	<b>153</b>	<b>154</b>		
<b>TOTAL ALL PRESSURES</b>			<b>2,072</b>	<b>1,871</b>	<b>1,913</b>		

**SAVINGS 2007/08-2009/10**

**APPENDIX C**

	SERVICE DEPT		2007/08 £'000	2008/09 £'000	2009/10 £'000	POTENTIAL ASSOCIATED IMPLICATIONS	RISKS TO COUNCIL	ADVERSE IMPACT ON PRIORITIES	ADVERSE IMPACT ON CUSTOMER
<b>RECOMMENDED</b>									
Fund managing in house	FINANCIAL SERVICES	Rec	35	70	70		Risk of income reduction as tactical trading not undertaken in house - skills base too low.	None	None
Car allowances / printing etc	FINANCIAL SERVICES	Rec	10	10	10		None	None	None
Bailiff vacancy	FINANCIAL SERVICES	Rec	25	25	25		Risk of loss of control of standard quality	None	None
Reduce external legal budget	LEGAL & DEMOCRATIC	Rec	5	5	5	Potential that legal services would not be able to provide the full resource to defend cases brought against the Council.	Impact on front line service delivery as limited advice available and impact on reputation of council. Unable to fully resource planning hearings and enquiries and enforcement actions	Detrimental impact on all priorities as legal would have a reduced ability to provide professional legal support and advice.	Provision of service limited and ability for front line services to meet corporate objectives reduced.
Chauffeur for Chairmen	LEGAL & DEMOCRATIC	Rec	3	3	3	Chair would have to make own arrangements for majority of travel	None	None	None
Reduce refunds by 1/2 at Dolphin Car Park	STREET SCENE	Rec	28	28	28	Decline in usage of facility - financial shortfall to target	Risk to the Dolphin centre income generation and viability of service	Customer Service	Customer Service implications as currently receive refund
Increase in charge for bulky waste	STREET SCENE	Rec	20	20	20	Risk of fly tipping with associated costs	Risk of fly tipping and impact of clean streets	Risk of fly tipping and impact of clean streets	Impact on those less able to fund the additional charge
Reduction of refuse crew 4 posts, (3 man to 2 man crew, 2 more posts in 2008/09)	STREET SCENE	Rec	100	100	0		Potential risk from operational staff to not accept new terms & conditions	None	None
Reduction of 2 highway posts	STREET SCENE	Rec	50	50	50		No risk - current vacancies	None	None
Reduction of long term sickness	STREET SCENE	Rec	25	25	25		No risk to Council	None	None
Additional charge to County for cutting grass on truck road	STREET SCENE	Rec	10	10	10		County will not fund and will reduce requirement	None	None
win back contract re street cleansing contract from BDH	STREET SCENE	Rec	50	50	50		BDHT will not accept the Council's contract	Community Influence	None
Postpone garden waste collection Dec and March 2008 14 weeks	STREET SCENE	Rec	70	70	0		Implemented in 2006/07	Short term impact	Negative press re customer service
Co mingle waste	STREET SCENE	Rec			500		To be part of wider County Scheme - County may not be able to provide suitable sorting facility for co-mingled waste	None	None
Stop 30 minute charge car parking	STREET SCENE	Rec	?	?	?	None	Potential short term reduction in usage		Change to charges that are liked by the customer - reduced customer choice
Stop all concessionary permits	STREET SCENE	Rec	?	?	?	None	None	None	Negative press - long term
Charging for bonfire	CULTURE & COMMUNITY	Rec	20	20	20	None	May not generate expected income. In addition to ensure feasibility, it would require expenditure for event fencing. Value shown as net of income and expenditure	Community Events may not be as well attended if Council decide to charge for bonfire	Customers may not attend the bonfire if have to charge.
Review CCTV operations - to look to increase / share service with external partners- income generator	CULTURE & COMMUNITY	Rec	15	15	15	None	Increase support to external partners with better service	None	None
Review sports development - increase income targets to develop schools within the district	CULTURE & COMMUNITY	Rec	10	10	10	None	Additional support to schools and clubs through services provided	None	None
Lifeline - increase take up / share service	CULTURE & COMMUNITY	Rec	5	5	5	None	Usage may not increase unless Council improves service	None	None
Delete community activator role	CULTURE & COMMUNITY	Rec	34	34	34	None - post vacant	No risk to Council post vacant	None	None
Charge Bromsgrove Rovers re land rental	CULTURE & COMMUNITY	Rec	15	15	15		Reputational risk of relationship with Rovers	None	None
Income from Pendleton re spatia	PLANNING & ENVIRONMENT	Rec			129		An increase to income target - May not be realistic target to achieved - grant scheme may have changed	None	None
Misc Savings in respect of general office expenses	CORPORATE POLICY	Rec	22	22	22		None	None	None
Software hardware renegotiation	E-GOVERNMENT & CUSTOMER SERVICES	Rec	60	60	60		No risk to service delivery	None	None
Implement desktop printing project	E-GOVERNMENT & CUSTOMER SERVICES	Rec	60	60	60		No risk to service delivery - savings as a result of implementing desktop printing project	None	None
Alternative methods of delivery - shared /collaborative working	ALL SERVICES	Rec	163	296	373		Potential that scoping exercise may reveal that outsourcing/partnership incurs more costs than internal service delivery	None	Potential improvements to service delivery
Funding available in respect of Improvement Plan	CORPORATE	Rec	78	78	78		None	None	None
Part Year Implementation of Single Status 2007/08 (2 Months only)	CORPORATE	Rec	200				Potential of low moral due to delays in implementation	None	None
Exclude vehicle R&R as included within Capital Programme	STREET SCENE	Rec	100	100	100		None - if approval granted to capital programme of replacements	None	None
Target for sponsorship - roundabouts/vehicle	STREET SCENE	Rec	10	15	15		None	None	None
Target for income for xmas lights switch on	CULTURE & COMMUNITY	Rec	5	5	5		Income target for sponsorship of entertainment programme		
Additional income generated from cemeteries	CULTURE & COMMUNITY	Rec	10	10	10		Income target to be increased by £10k		
Council chat sponsorship	CORPORATE	Rec	6	6	6		Income target for sponsorship		
Amphlett Hall Gran		Rec		14	14		Reduce grant in 2008/09		
Spatial project savings		Rec		300	300				

<b>SAVINGS 2007/08-2009/10</b>						<b>APPENDIX C</b>			
	SERVICE DEPT		2007/08 £'000	2008/09 £'000	2009/10 £'000	POTENTIAL ASSOCIATED IMPLICATIONS	RISKS TO COUNCIL	ADVERSE IMPACT ON PRIORITIES	ADVERSE IMPACT ON CUSTOMER
Smoke free legislation	PLANNING & ENVIRONMENT	Rec	35	35	35		Risk of financial penalty if authority do not resource officer to support the enforcement of smoke free legislation	None	None
HR / Policy savings	CORPORATE	Rec			32				
Corporate Training Budget	HR & OD	Rec	35	5			Risk of failure to delivery adequate training as identified in individual PDRs. Risk to authority of staff leaving	Potential impact on improvement as staff not suitably trained to provide a quality service.	Potential impact on poor customer service as staff not trained in a professional way
<b>TOTAL REC SAVINGS</b>			<b>1,314</b>	<b>1,571</b>	<b>2,134</b>				
<b>LOW SAVINGS</b>									
Reduce subsidy to Artrix	CULTURE & COMMUNITY	Low	120	120	120	Contractual obligation	Risk of contractual obligation	None	none
Close CSC 1/2 day	E-GOVERNMENT & CUSTOMER SERVICES	Low	3	3	3	Rise in debt levels ↑	Reduction in customer service and access for payments - impact on income generation	Not able to deliver improvement on service and Pis as anticipated within Improvement Plan	Diminished service to the public and adverse publicity. Challenge on equality of access
Reduce subsidy to Ryland Centre	CULTURE & COMMUNITY	Low	6	6	6	None	Negative press - impact on relationship with County /Risk of contractual obligation	May lead to negative press re relationship with County	None
<b>TOTAL LOW SAVINGS</b>			<b>129</b>	<b>129</b>	<b>129</b>				
<b>POSSIBLE SAVINGS</b>									
Reduce training budget	HR & OD	Poss	50	100			Inability to deliver improvement as identified. Management capacity & capability. Failure to secure IIP accreditation. Undermines the Bromsgrove Way. Significant impact on moral and reputation as employer.		
Stop Green waste / or charge	STREET SCENE	Poss	350				Negative press from customers. If cancelled then impact on environmen	May impact on cleanliness of district - fly tipping	Negative press / environmental impact / charge will impact on families on low income
Review service delivery over a number of services	ALL SERVICES	Poss	231	231	231		Potential that scoping exercise may reveal that outsourcing/partnership incurs more costs than internal service delivery	None	Potential improvements to service delivery
<b>TOTAL POSSIBLE SAVINGS</b>			<b>631</b>	<b>331</b>	<b>231</b>				
<b>TOTAL SAVINGS</b>			<b>2,074</b>	<b>2,031</b>	<b>2,494</b>				



## Budget Strategy - Risk Matrix 2007/08 - 2009/10

Description	Base Budget 2007/08 £	Base Budget 2008/09 £	Base Budget 2009/10 £	To which year does the risk relate?	Potential Risk	Possible Solution
Salaries - vacancy management provision	-361,000	-378,000	-394,000	All years	4% per annum allowed for vacancy management is not achieved	The Council budget for salaries on a full establishment basis - i.e., all posts filled by the same person for the period of the budget strategy (assuming incremental increases year on year). This is unlikely and a vacancy management provision should be easily achieved, however, in order to ensure this is achieved a strict vacancy management regime needs to be followed. In addition monthly budget monitoring will need to be undertaken to ensure (with a specific element dedicated to monitoring employee related costs).
Planning Delivery Grant / additional planning fees	87,000	88,000	90,596	All years	Currently it is unclear as to how much, the Council will receive through Planning Delivery Grant. Planning Delivery Grant is, at present, used to fund a number of posts within Planning. There is also a risk that if the Planning Delivery Grant is not targeted towards improvements in planning services the grant may not be received in future years.	Tight budgetary control, and if necessary, report to Members requesting additional funds, budget reduction and/or policy changes. The implementation of the Spatial Data and integration project will support the improvements in Planning and reduce the risk of not being awarded future grants.
Central Government Support i.e. Formula Grant	-4,729,823	-4,824,419	-4,920,908	2007/08 onwards	Two distinct risks: 1. We have assumed that the increase in government grants will increase by 2% per annum - there is a risk that this may not materialise; 1% variance in government grant would equal £47,000. 2. The impacts of the Gershon Review are not clear and we may receive a reduction in Grant.	We have anticipated the inflationary increases to be met from Government and as such increased the grant by 2%. There will be sufficient funds in balances to fund any short term reduction in grant.
Land Charges - Income	-409,856	-420,102	-430,500	All years	Not achieving income target	Tight budgetary control, and if necessary, report to Members requesting additional funds, budget reduction and/or policy changes
Insurances	111,576	114,366	117,000	All years	Assets not insured. Repair of damaged assets less than cost of insurance?	Tight budgetary control, and if necessary, report to Members requesting additional funds, budget reduction and/or policy changes.
Investment Interest	-749,000	-398,000	-311,000	All years	Non achievement of target due to lower than anticipated investment rates and higher than anticipated spend	Tight control over investments and budgetary control in general. Quarterly monitoring to members on the return from investments
Car Parking Income (excluding fines, including annual tickets/residents permits)	-977,081	-1,001,508	-1,036,000	All years	Demand led; may be subject to fluctuation if option to increase prices proceeds	Feasibility study/Market Testing prior to any price increases
Building Control - Fees and charges and Income	-358,775	-367,744	-376,000	All years	Income unpredictable	Tight budgetary control, and if necessary, report to Members requesting additional funds, budget reduction and/or policy changes
Planning Applications - Fees and charges and Income	-404,989	-415,114	-425,000	All years	Income unpredictable	Tight budgetary control, and if necessary, report to Members requesting additional funds, budget reduction and/or policy changes
Alternative methods of service delivery	-163,000	-296,000	-373,000	All years	Potential of not achieving efficiency savings and quality of service provision through alternative methods eg -shared / partnership or outsourcing.	Discussions with other districts/partners underway to plan for alternative ways of providing services. Strict budgetary control and quarterly reports to members to demonstrate savings are being achieved.
Spatial Project		-300,000	-300,000	All years	Potential of not achieving efficiency savings as anticipated through the implementation of the project.	Detailed project plan in place for implementation - monitored weekly within the project team. Heads of Service fully briefed on the expectation of realising savings and the impact on the service provided. Processes re-engineered as part of the project to ensure systems are run in the most effective way.

**Earmarked Reserves  
Position Statement 2007/08 - 2009/10**

APPENDIX F

	Anticipated Balance as at 31st March 2007	Utilised in Year	Received in Year	Anticipated Balance as at 31st March 2008	Comment
	£'000	£'000	£'000	£'000	
<b>Revenue</b>					
Building Control Partnership	9	0	0	9	Ring fenced surplus re Building Control fees
Planning Delivery Grant	274	-155	0	119	Grant received for improvements in planning performance
Replacement Reserve	679		0	679	Repairs and Renewals Reserve re vehicles, plant & equipment
<b>Total Revenue Reserves</b>	<b>962</b>	<b>-155</b>	<b>0</b>	<b>807</b>	

## Appendix G

Two focus groups were held at the Council House on the 23 January 2007. Each focus group was given the opportunity to discuss a range of budget options being considered by Cabinet and then rank them high, medium or low priority. These rankings have been converted to scores and are set out below.

Number of respondents voting high, medium or low as to whether the proposed scheme should go ahead. The average was calculated using: **High = 10, Medium = 5, Low = 0**

Factor	Group 1 Rating - HIGH	Group 1 Rating - MEDIUM	Group 1 Rating - LOW	Group 1 Rating - AVERAGE	Group 2 Rating - HIGH	Group 2 Rating - MEDIUM	Group 2 Rating - LOW	Group 2 Rating - AVERAGE	OVERALL AVERAGE
Area Committees	1	6	2	<b>4.4</b>	4	4	2	<b>6</b>	<b>5.2</b>
Customer feedback	1	5	4	<b>3.5</b>	0	0	8	<b>0</b>	<b>1.9</b>
Queue management	1	4	2	<b>3</b>	NA	NA	NA	<b>NA</b>	<b>3.0</b>
Longbridge Consultants	0	5	4	<b>2.8</b>	0	2	7	<b>1.1</b>	<b>1.9</b>
Smoke Free Legislation	0	1	6	<b>0.7</b>	0	1	8	<b>0.6</b>	<b>0.6</b>
Tree Survey	0	6	4	<b>3</b>	NA	NA	NA	<b>NA</b>	<b>3.0</b>
CCTV Rubery	6	3	0	<b>8.3</b>	0	6	0	<b>5</b>	<b>7.0</b>
Vehicle replacement	5	1	3	<b>6.1</b>	NA	NA	NA	<b>NA</b>	<b>6.1</b>
Grants to landlords - housing	7	1	1	<b>8.3</b>	9	0	0	<b>9</b>	<b>9.1</b>
Grants to landlords – elderly care	9	0	1	<b>9</b>	8	1	1	<b>8.5</b>	<b>8.8</b>
Sanctuary Domestic Violence	7	0	1	<b>8.75</b>	NA	NA	NA	<b>NA</b>	<b>8.8</b>
Alcohol free zones	NA	NA	NA	<b>NA</b>	0	1	7	<b>0.6</b>	<b>0.6</b>
Bandstand	1	3	5	<b>2.7</b>	NA	NA	NA	<b>NA</b>	<b>2.7</b>
Christmas Lights	NA	NA	NA	<b>NA</b>	0	6	5	<b>2.7</b>	<b>2.7</b>
Passport to Leisure	1	7	1	<b>5</b>	NA	NA	NA	<b>NA</b>	<b>5.0</b>
Disability Audit	NA	NA	NA	<b>NA</b>	8	0	0	<b>10</b>	<b>10</b>
(Stop the) Chauffeur	9	0	0	<b>10</b>	NA	NA	NA	<b>NA</b>	<b>10</b>
(stop/charge more) Bulky Waste collection	0	4	4	<b>2.5</b>	3	8	1	<b>5.8</b>	<b>4.5</b>
(Increase charges) Car parking	0	3	5	<b>1.9</b>	2	4	3	<b>4.4</b>	<b>2.6</b>

Factor	Group 1 Rating - HIGH	Group 1 Rating - MEDIUM	Group 1 Rating - LOW	Group 1 rating - AVERAGE	Group 2 Rating - HIGH	Group 2 Rating - MEDIUM	Group 2 Rating - LOW	Group 2 rating - AVERAGE	OVERALL AVERAGE
(Charge for) Bonfire	4	0	4	<b>5</b>	2	8	1	<b>5.5</b>	<b>5.3</b>
(Stop Subsidy) Artrix	0	3	5	<b>1.8</b>	0	3	7	<b>1.5</b>	<b>1.7</b>

These scores are re-ordered below by preference:-

Disability Audit	10
(Stop the) Chauffeur	10
Grants to landlords (housing)	9.1
Grants to landlords (elderly care)	8.8
Sanctuary Domestic Violence	8.8
CCTV Rubery	7.0
Vehicle replacement	6.1
(Charge for) Bonfire	5.3
Area Committees	5.2
Passport to Leisure	5.0
(Stop the/charge more) Bulky Waste	4.5
Queue management	3.0
Tree Survey	3.0
Bandstand	2.7
Christmas Lights	2.7
(Increase charges) Car parking	2.6
Customer feedback	1.9
Longbridge Consultants	1.9
(Stop Subsidy) Artrix	1.7
Smoke Free Legislation	0.6
Alcohol free zones	0.6

The following comments were recorded by the focus group facilitator:-

**Area Committees:**

- Need influence / accountability – how much influence will they have?
- Residents need to take a positive attitude (the British like to moan).
- Not sure about the areas – Alvechurch too small.
- Cost?
- Who are the members / committees? Need to be a true cross section / representative.
- Might attract 'extremes'.
- Will councillors be involved? What input would they have?
- Will they replace parish council committees?
- Concern about logistics.
- Need to listen to all residents in all areas now.
- Listen to criticisms.
- Local committees – better idea of what is needed.
- Chosen 2 very different areas.
- Similar to parish councils? These are currently being cut back.
- Council needs to get closer to the public.

**Customer feedback system:**

- As long as not too much money. No problem if up to £1000.
- What maintenance costs.
- Why is it needed?
- What is current system?
- Would help to identify main complaints and act on them.
- Resolve major issues first – look at patterns.
- Needs to be used effectively, not just about the software.
- Can't this be done in excel, at no cost?
- Don't need specific software – a spreadsheet will do this.
- Need to look at why they can't cope currently – it's not the software, it's them.
- This is an in-house decision not for a focus group.

**Queue Management System**

- Never a queue.
- But confusing when you go in – people standing and sitting.
- Don't need to spend money to sort it out.
- Have a numbers system in Redditch that works well and you know how long you will have to wait approximately.

**Longbridge**

- Privately owned site – shouldn't be spending public money on it.
- Affordable housing good – needed.
- May need help with planning.
- Paying for consultancy may save money in the long-term – OR cost more? Depends on consultants – how chosen etc.
- Can the council do anything other than approve the plans?

- No right to build unless compulsory purchase.
- They need the professional help – no expertise to do it internally.
- Bromsgrove should work with Birmingham Council and Vantage West. Midlands, the other 2 partners concerned. If they work together they won't duplicate the effort.
- The houses really do need to be affordable.
- Make sure doesn't creep onto Green Belt.

### **Smoke Free Legislation**

- It's the law – shouldn't need officer monitoring.
- Not a council issue.
- Up to landlord.
- It will police itself, self regulating.
- How will they enforce it? If like community police – they have no powers.
- Is this a temporary appointment? Until people get used to the new laws.
- Isn't it the role of environmental health?
- There should be a phone number for complaints instead.
- Or integrate into community policing.
- There is no need to spend money on a person for this.
- It is good to have one person/central point responsible for monitoring this, rather than different units who don't talk to each other.
- Don't want police involved.

### **Tree Survey**

- Waste of time / money.
- Need to do it for insurance – could fall on roads etc. leads to council tax. increase due to costs.
- Dangerous if don't do it.
- In the past, trees deemed safe still fall.
- Obligated to do it.
- Every 3 years sounds OK.
- Necessary evil.
- What action will be taken after the survey?
- Just more money to contractors.

### **CCTV Rubery**

- If it tackles crime – fine.
- As long as it works.
- The one in Bromsgrove doesn't work.
- Needs to be part of bigger initiative.
- Depends on cost.
- What area will it cover?
- More cost efficient to have community officers patrolling? – But no influence or powers of arrest.
- What happens afterwards? Who is monitoring cameras?
- Need to work 24 hours a day otherwise pointless.
- Is it going to move the problem to somewhere else?

- Need to give youths other things to do.
- Need good quality film so can see who they are.
- Already put in CCTV and had it stolen.
- Just moves the problem somewhere else.
- Need to look at what issues are and deal with those.
- Improve lighting?
- Part of the park is a skateboard park, so encouraging the youth.
- Kids are savvy to CCTV – just put hoods on.
- Is there a community police office in Rubery?
- Police station is probably closed after 5.00pm.
- Need to get the people who use the park to look after it.

### **Vehicle replacement**

- Just done recently? Only had them 3 years?
- Made a mistake with the type of vehicle they purchased.
- Currently wasting money hiring vehicles.
- If don't replace them – what are the maintenance costs?
- Would leasing be cheaper?
- What state are current vehicles in?
- Will it be a graduated replacement?

### **Grants to Registered Social Landlords – Affordable Housing**

- 50/50 split is a good idea to help people onto property ladder.
- New housing needed.
- Step up for people.
- Incentive to look after property.
- Housing associations create waste – council needs to ensure money not wasted. Tight control.
- Need to learn from mistakes.
- Also need affordable rented housing not just shared ownership.
- Good idea.
- Hard to get on the housing ladder for the young.
- Housing associations are not very effective.
- Need to ensure they can't be bought as 2<sup>nd</sup> homes or by property developers.
- There is already legislation to build affordable housing.
- Is this going to be new housing or from existing stock?

### **Grants to Registered Social Landlords – Care for elderly residents .**

- Very good – as long as not ripping the elderly off?
- As long as reasonably priced.
- They deserve it.
- Not keen.
- Generations should be integrated.
- Should be spending money helping people to live in their own homes.
- Good idea, as people get lonely on their own.
- More and more older people, so need facilities for them.

- Need to offer them a choice – not everyone wants sheltered accommodation.
- Need to ask the people involved – ask the older people.
- Is a gym the best idea? Will they use it?

### **Sanctuary Scheme for Domestic Violence**

- Yes, no one could object
- Do victim support not already do this?
- Who will run this?

### **Alcohol free zones**

- Only just begun to notice signs - so have they replaced them already?

### **Bandstand Programme**

- No – it should be voluntary – no cost involved.
- Shouldn't be covered by council tax.
- But it is important for our heritage.
- Insurance costs for council?

### **Christmas Lights**

- They only worked for about 3 days last year.
- Need to get sponsorship again if possible.
- Assess how effective they were this year.
- Do need to keep them going! Need the shoppers.
- Go 50/50 with the private sector?

### **Passport to leisure**

- Good idea
- But could divide people – if on low income but not on benefits?
- Will price go up for others?
- How is low income defined?
- Will it apply to teenagers?

### **Disability Audit**

- Work has got to be done – no choice

### **Chauffeur for Chairman**

- Stop this!

### **Bulky items**

- No – should keep.
- Could put price up nominally, from £10 to £15 maximum.
- Need it to stop people dumping things / fly tipping – already a problem.
- Pensioners can't afford and often don't have a car.
- Would rather pay a bit more than have it stopped.
- People would dump stuff.
- Need to keep service.
- Limited to what can take to the tip.



- It's OK to charge a bit more.
- Scale the charge depending on the item?
- Can the elderly afford it? Low income households? Need discount or free of charge.
- Don't want to see it stopped.

### **30 minute charge for Car parking**

- No – this will deter people from shopping in Bromsgrove.
- Will go to Morrison's instead.
- 15 mins free is good -but not enough time to do anything.
- Currently pay until 10.00pm – should only be until 6.00pm
- Already expensive for disabled parking.
- Need more parking and to encourage people to use the shops.
- Current scheme annoying if going to cash machine.
- Should be free at the start.
- Should be free after 5.30pm/6pm, not 10pm.
- Time is usually limited to 2 hours, this should be longer.
- Redditch has free parking on Sunday and bank holidays – Bromsgrove residents go to Redditch.
- Don't increase the price – need to encourage shoppers and help firms.
- Sell car park to Asda.
- Annual pass for local residents?
- If parking goes up, people will go to Morrison's at lunch time.
- Shouldn't charge at the train station.

### **Charging for the bonfire**

- Yes – should charge.
- But how will it be enforced – so many entrances to park.
- Good event.
- Family ticket? Children free?
- As long as not too expensive or it will put people / families off.
- £2 per person fine, some places charge a lot more.
- Fine to make a charge.
- Can access be restricted?
- £3-4 per person.
- £2 per adult, kids for free.
- Don't want to put people off.
- Good event so don't want it to disappear.

### **Subsidy to the Artrix**

- No – needs the subsidy.
- Needs encouragement.
- Many staff already voluntary.
- Really good facility for the town, very important it continues.
- Can it survive with out a subsidy?
- Should increase the subsidy and make it more effective – make sure it is spent properly.

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## BROMSGROVE DISTRICT COUNCIL

### EXECUTIVE CABINET

21<sup>st</sup> February 2007

#### Capital Programme - 2007/08 to 2009/10

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

#### **1. Summary**

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

#### **2. Recommendations**

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

2.1.1. the Capital Programme for 2007/08 to 2009/10 as detailed in paragraph 9.2 comprising the continuation of existing schemes and the new 'High' priority capital schemes shown on Appendix A of the report be approved;

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

2.1.3. the capital budgets for the Dolphin Centre and leisure related schemes totalling £1.244m be removed from the Revised Capital Programme for 2006/07 whilst consideration is being given to alternative ways of providing these services;

2.1.4. approval is given for the carry forward of the estimated under spent budgets totalling £2.233m from 2006/07 to 2007/08 as detailed on Appendix B; and that

2.1.5. approval is given to remove the Swanslength Play Area refurbishment/extension £40k capital scheme from the 2006/07 Revised Capital Budget.

#### **3. Background**

- 3.1. The Council on 28th February 2006 approved a Medium Term Financial Plan which included the revenue and capital budget requirements for 2006/07 to 2008/09.
- 3.2. On 6<sup>th</sup> September 2006 Executive Cabinet approved the budget process and timetable to be followed for reviewing the three year budgets for revenue and capital for 2006/07 to 2008/09 included in the Medium Term Financial Plan, including rolling them forward to include 2009/10.
- 3.3. This report is intended to obtain approval for the Capital Programme for 2007/08 to 2009/10. The Revenue budget implications are included in the Medium Term Financial Plan report as presented later in your agenda.
- 3.4. As part of the approved budget process a series of away-days have been held in October/November 2006 between Members of the Executive Cabinet, the Strategic Management Team, and heads of service in order to shape priorities for the forthcoming year that would drive the budget process and the formulation of service business plans.
- 3.5. The following new Council vision, objectives, and priorities were approved by full Council on 19<sup>th</sup> September 2006 and have been used in assessing the merits of bids for capital resources in the latest Capital Programme:

#### 3.5.1. Council Vision

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

#### 3.5.2. Objectives

- |                                      |  |
|--------------------------------------|--|
| 1. Regeneration                      | <u>Priorities</u> <ul style="list-style-type: none"> <li>• Town Centre</li> <li>• Longbridge</li> <li>• Housing</li> </ul>                           |
| 2. Improvement                       | <u>Priorities</u> <ul style="list-style-type: none"> <li>• Customer Satisfaction</li> <li>• Reputation</li> <li>• Performance Improvement</li> </ul> |
| 3. Sense of Community and Well Being | <u>Priorities</u> <ul style="list-style-type: none"> <li>• Community Activities</li> <li>• Community Influence</li> </ul>                            |
| 4. Environment                       | <u>Priorities</u> <ul style="list-style-type: none"> <li>• Clean Streets</li> <li>• Planning</li> </ul>  |

#### **4. Scrutiny of budget**

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

## **5. The Capital Programme**

- 5.1. As part of the budget process approved by Executive Cabinet on 6<sup>th</sup> September 2006 the timetable for preparation of the Council's Capital Programme for 2007/08 to 2009/10 was agreed.
- 5.2. Under the process that has been approved bids for new capital schemes and additional resources have been made and these bids demonstrate how projects directly link to the corporate priorities and objectives.
- 5.3. All capital schemes that receive approval from Members will be developed into detailed business cases and it is proposed that approval to release capital funds should only be given on receipt of a robust business case, including an option appraisal demonstrating that we are achieving value for money.
- 5.4. The Council's new vision, objectives, and priorities as detailed in paragraph 3.5 have been used in assessing all new capital schemes.
- 5.5. Criteria has already been approved in relation to the Capital Programme to include:
  - The capital programme is limited to £1m per annum funded from the Council's own resources (in order to maximise the investment interest);
  - Executive Cabinet give consideration to fund housing grants over and above the £1m.
- 5.6. Executive Cabinet also approved the capital investment criteria (as part of the Capital Strategy) that a scheme should satisfy for inclusion in the capital budget as follows:
  - Maintain existing assets to standards suitable for service delivery.
  - Improve and acquire assets to meet service and customer needs.
  - Improve the stewardship of assets; spend to save (innovative schemes that will secure the Council a better rate of return than the investment interest earned); to reduce longer-term problems and liabilities.
  - Satisfy legal obligations of the Council (e.g. health and safety requirements, and compliance with the disability discrimination legislation).
  - Develop community assets in areas of need.
  - Maximise the use of other funds to encourage investment in specific areas such as energy efficiency, economic development and infrastructure developments (using funds derived from Section 106 agreements with developers).
  - Maximise the benefits of partnership working.

- 5.7. Officers are currently updating the capital strategy which will include the above. This will be presented to Members at the March 2007 Cabinet meeting.
- 5.8. The current financial plan covers a period of 3 years. It is proposed that a 5 year projection will be considered as part of the 2008/09 review and that this is further developed into an overarching 5 year financial strategy. The development of a strategy was considered as part of this years review however as it is likely that the Council will need to utilise prudential borrowing within the next few years it was felt more appropriate to develop this as part of next years review. It is further recognised by officers that this work will need to start earlier in the year, in accordance with the business planning and performance management annual timetable as approved by Cabinet on 6<sup>th</sup> December 2006.

## **6. Dolphin Centre Capital Schemes**

- 6.1. Consideration is currently being given to alternative ways of providing the leisure related services provided by the Council and the commencement of capital schemes has therefore been placed on hold.
- 6.2. The Revised Capital Budget for 2006/07 currently includes the following capital schemes totalling £1.265m:  
  
Dolphin Centre Upgrade Phase II (Health & Fitness Suite) £1.192m  
Dolphin Centre Provision of Play Area £40k  
Upgrading of Leisure Booking & Receipts/Income Flex-on-line IT System £33k
- 6.3. Work has however commenced on the Leisure Booking IT scheme and a budget of £21k will still be required in 2006/07 for costs incurred to date.
- 6.4. In the circumstances it is recommended that these scheme budgets totalling £1.244m need to be removed from the capital budget until the position on the future provision of leisure related services has been finalised.

## **7. Carry forward of Unspent Capital Budgets to 2007/08**

- 7.1. Monitoring of the capital budget takes place monthly and the position is reported regularly to Performance Management Board and Executive Cabinet. The position at December 2006 shows that many schemes have been delayed for a variety of reasons and will require the remaining budgets to be carried forward to 2007/08 to allow for progression and completion of the schemes. It is now recommended that approval be given for the estimated budget carry forward as part of the budget process.
- 7.2. The total of budgets which require carrying forward to 2007/08 is £2.233m and the full schedule showing the individual schemes can be seen at Appendix B.

- 7.3. On 20<sup>th</sup> July 2005 Executive Cabinet approved a £40k budget for refurbishing and extending the play area at Swanslength Alvechurch funded from Section 106 receipts. The scheme will not be proceeding in its current form and now requires approval to be removed from the 2006/07 Revised Capital Budget. It is proposed that the £40k budget provision will instead be utilised as part funding for a new wider scheme bid totalling £90k for Alvechurch Youth Facilities. See Appendix A for full details.

## **8. Capital Income**

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

	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Estimated total capital receipts for Council use	£0.295	£0.769	£0.244	£0.043

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

- 8.3. The amounts shown are for Council use after the housing capital receipts have been 'pooled' and a proportion paid over to Central Government as required under the Local Government Act 2003 and the Prudential Code capital control system which began on 1st April 2004. As Members are aware the Council transferred its housing stock to Bromsgrove District Housing Trust (BDHT) on 29<sup>th</sup> March 2004 and we are however still receiving small amounts of capital income from the repayment of discounts granted on pre Large Scale Voluntary Transfer (LSVT) Right to Buy sales on the re-sale of these properties, but this will cease at 31<sup>st</sup> March 2007.
- 8.4. Capital receipts are also still being received on low levels of sales of the Council's holding in shared ownership properties, and sales of retained housing land and assets which have been transferred to General Fund.
- 8.5. Capital receipts of up to £1.2 million are also anticipated from BDHT under a VAT Shelter/Sharing arrangement following the transfer of the Council's housing stock. This relates to a refund of Value Added Tax previously paid over to HM Revenue and Customs (HMRC) which will be shared between BDHT and the Council. The precise amount is currently uncertain because it depends on ongoing discussions between BDHT and HMRC. £1.2m has been included in the projected capital receipts

under these arrangements at this stage but this could be reduced once discussions are concluded.

- 8.6. The Capital Programme has been reviewed in accordance with the above timetable and process and attached at Appendix A is the complete list of new bids for schemes that have been brought forward for consideration. Corporate Management Team has reviewed all schemes proposed by officers and only brings forward those that meet the investment criteria.

## **9. Capital Expenditure**

- 9.1. As part of this years' budget process Heads of Service have completed funding request forms as part of their bids for resources and the bid forms demonstrate how the projects directly link to the corporate priorities and objectives.
- 9.2. A summary of the proposed capital programme including the new High priority capital schemes only is shown in the following table:

	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Future Years</b>
<b>New proposals</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Street Scene & Waste Management	0.926	0.388	0.575	3.481
Policy and Performance	0.020	0	0	0
Legal and Democratic	0.184	0.150	0	0
Culture and Community	0.200	0.354	0.100	0.079
e-Government/ICT schemes	0.105	0	0	0
Housing schemes / P&E	0.680	0.000	0.000	0.000
Support Services Recharges (to be charged to schemes)	0.127	0.130	0.133	0
<b>Total (new proposals)</b>	<b>2.242</b>	<b>1.022</b>	<b>0.808</b>	<b>3.560</b>
Existing Schemes	2.417	6.790	0.848	0.873
<b>Total</b>	<b>4.659</b>	<b>7.812</b>	<b>1.656</b>	<b>4.433</b>

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

	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Future Years</b>
<b>Capital Receipts</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Capital receipts	2.072	7.361	1.375	4.152
Housing schemes	1.325	0	0	0



financed from capital receipts				
Housing schemes financed from capital receipts ring fenced for low cost housing	0.051	0.040	0	0
Housing schemes financed from retained capital income after pooling	0.011	0	0	0
'Spend to Save' schemes financed from capital receipts	0.089			
<b>Total capital receipts</b>	<b>3.548</b>	<b>7.401</b>	<b>1.375</b>	<b>4.152</b>
<b>Other funding</b>				
Section 106 Agreements	0.668	0.130	0	0
Government Grants	0.443	0.281	0.281	0.281
<b>Total other funding</b>	<b>1.111</b>	<b>0.411</b>	<b>0.281</b>	<b>0.281</b>
<b>Total Programme</b>	<b>4.659</b>	<b>7.812</b>	<b>1.656</b>	<b>4.433</b>

- 9.4. As Members can see from the above the proposed schemes significantly exceed the £1m limit, however given the impact on the Council's priorities it is not felt possible to reduce the proposals any further and the capital programme comprising the existing schemes and the 'High' priority capital scheme bids as shown on Appendix A is recommended for approval.
- 9.5. If Members approve the Capital Programme as detailed, and the leisure related budgets totalling £1.244m are removed from the 2006/07 Revised Capital Budget as recommended in paragraph 6, the effect on capital receipts is as follows:

	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Opening balance	13.165	10.386	3.229
Used in year	-3.548	-7.401	-1.375
Received in year	0.769	0.244	0.043
<b>Closing balance</b>	<b>10.386</b>	<b>3.229</b>	<b>1.897</b>

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

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

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

**10. FINANCIAL IMPLICATIONS**

10.1 None other than those reported above.

**11. LEGAL IMPLICATIONS**

11.1 There are no legal implications.

**12. CORPORATE OBJECTIVES**

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

**13. RISK MANAGEMENT**

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

**14. CUSTOMER IMPLICATIONS**

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

**15. OTHER IMPLICATIONS**

Procurement Issues – All expenditure relating to the projects will be subject to the Council procurement rules.
Personnel Implications – None
Governance/Performance Management - None
Community Safety including Section 17 of Crime and Disorder Act 1998 - None
Policy - None
Environmental - None
Equalities and Diversity - None

**16. 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	<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>Yes</b>

## **17. APPENDICES**

Appendix A – Bids for New Capital Schemes

Appendix B – Estimated Budget Carry Forwards to 2007/08

## **18. BACKGROUND PAPERS**

Detailed working papers

### **CONTACT OFFICERS**

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## GENERAL FUND CAPITAL PROGRAMME 2006/07 TO 2009/10

### SUMMARY

CAPITAL PROGRAMME DEPARTMENTS	Revised Budget & Additions 2006-07 £	Original Budget 2007-08 £	Latest Estimate 2008-09 £	Latest Estimate 2009-10 £	Future Years £
<b>EXISTING SCHEMES</b>					
Human Resources & Organisational Development	30,000	0	0	0	0
Legal & Democratic Services	97,000	0	0	0	0
Financial Services	197,000	0	0	0	0
E-Government & Customer Services	1,517,000	40,000	5,793,000	0	0
Culture & Community Services	1,552,300	200,000	130,000	0	0
Planning & Environment Services	1,935,000	1,987,000	867,000	848,000	873,000
Street Scene & Waste Management Services	1,346,000	190,000	0	0	0
Sub-Total for Existing Schemes	6,674,300	2,417,000	6,790,000	848,000	873,000
Total of Proposed New Schemes - High Priority Only	124,000	2,242,000	1,022,000	808,000	3,560,000
<b>TOTAL PROGRAMME</b>	<b>6,798,300</b>	<b>4,659,000</b>	<b>7,812,000</b>	<b>1,656,000</b>	<b>4,433,000</b>
<b>FINANCING</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Capital Receipts	4,032,500	2,072,000	7,361,000	1,375,000	4,152,000
Housing Schemes funded from Capital Receipts	0	1,325,000	0	0	0
Capital Receipts (Spend-to-Save Schemes)	20,000	89,000	0	0	0
Capital Receipts (Low Cost Sales Ring Fenced for Low Cost & Shared Ownership Housing)	458,000	51,000	40,000	0	0
Poolable Housing Capital Receipts Applied to the Capital Allowance (For Affordable Housing Schemes)	65,000	0	0	0	0
Poolable Housing Capital Receipts Retained for Housing Use Under Debt Free Pooling Transitional Arrangements	49,000	11,000	0	0	0
Section 106 Agreements (Highways, Affordable Housing & Culture & Community)	1,213,800	668,000	130,000	0	0
Government Grants	960,000	443,000	281,000	281,000	281,000
<b>TOTAL PROGRAMME</b>	<b>6,798,300</b>	<b>4,659,000</b>	<b>7,812,000</b>	<b>1,656,000</b>	<b>4,433,000</b>

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

APPENDIX A

Schemes by Department	Revised Budget & Additions 2006-07 £	Financing Budget & Additions 2006/07 (See Key)	Original Budget 2007-08 £	Latest Estimate 2008-09 £	Latest Estimate 2009-10 £	Latest Estimate Future Years £	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	Briefly How Scheme Achieves Corporate Objectives & Priorities	Prioritisation Category
<b>NEW SCHEME BIDS</b>										
<b>CAPITAL BIDS RANKED 'HIGH'</b>										
Case Management System			14,000				Capital Receipts (Spend to Save Scheme) (4)	Provide a solution for managing legal case loads and increase capacity for operating shared service arrangements. Increase workload within existing SLA with external customer. In turn this would enable the department to investigate further opportunities for the delivery of the service to third parties.	KEY SERVICE OBJECTIVE <i>Improvement:</i> Develop SLA with Largest SRL in the District. Enable Council to bid for shared service. More efficient use of resources. More professional and e compliant service internally and externally.	H
Alterations to Council Buildings in compliance with DDA			150,000	150,000			Capital Receipts (1)	Enable the Council to deliver structural and other alterations to council buildings over a 3 year period as required by the Disability Discrimination Act and following the review of accessibility by SCOPE. The works required have been identified in order to ensure that our buildings and services can be accessed by all of our customers and will ensure we are DDA compliant.	KEY SERVICE OBJECTIVE <i>Sense of Community &amp; Well Being:</i> To ensure accessibility to all Council services in accordance with inclusive equalities. <i>Improvement</i> It is important that the Council is seen to be upholding its statutory responsibilities both in respect of its improvement and its quest to be a community leader Providing buildings that are 'fit for purpose' better enables the organisation to deliver its Corporate Objectives and its commitment to Investors in People. Council reputation will suffer and failure to deliver equality and diversity targets, if the improvements aren't made.	H
CCTV Provision at Council House			20,000				Capital Receipts (1)	Provision of CCTV facilities at the Council House.		H
Replacement of desktop print fleet at the Council House and Depot			75,000				Capital Receipts (Spend to Save Scheme) (4)	Review of existing print fleet and facilities within the Council House and Depot by NRG, Danwood Group and Xerox under the OGC buying solutions compliant framework contract. Report and proposals for multifunctional devices received from all three companies and NRG selected a preferred bidder based on commercial evaluation of the 3 proposals submitted.	KEY SERVICE OBJECTIVE <i>Environment</i> Significant paper use reduction <i>Improvement</i> Better value for money- Council perceived to be prepared to challenge existing practices and arrangements to achieve cost, efficiency and paper (environmental) savings. The quality of the printed output would be improved. This would help towards improving our customers perception of the council.	H
Provision of a Queue Management system at the CSC			30,000				Capital Receipts (1)	Provide a solution for managing customer flow within the Customer Service Centre and in particular the disparate queue that forms in the area in front of the service desks. Provide customers with information regarding where they should wait, their position in the queue and which service desk they should attend.	KEY SERVICE OBJECTIVE <i>Improvement</i> Priority 8 (customer satisfaction) - Better customer service. Customers in the CSC would be dealt with in a more effective way. This would help towards improving our customers perception of the Council. Priority 10 (performance) - This system will enable the production of statistics about CSC usage and peak times. This information could be used to manage staff rotas and back office availability.	H
Customer Feedback System (Complaints)			20,000				Capital Receipts (1)	As per Cabinet Report (Dec 2006) the system (software and server) will enable us to properly manage, track and respond to complaints. We currently do not know how many complaints come into the Council. We know for the Depot and CEO alone the figure was 750 complaints for 2006/07, so we could assume that there are over 1000 complaints coming in annually. The purchase of such a system is consistent with our Improvement Plan and the Customer first Strategy.	KEY SERVICE OBJECTIVE Ensure that complaints are managed and dealt with properly. <i>Improvement</i> This is a specific approved action with the Improvement Plan.	H

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

Schemes by Department	Revised Budget & Additions 2006-07 £	Financing Budget & Additions 2006/07 (See Key)	Original Budget 2007-08 £	Latest Estimate 2008-09 £	Latest Estimate 2009-10 £	Latest Estimate Future Years £	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	Briefly How Scheme Achieves Corporate Objectives & Priorities	Prioritisation Category
Street Scene Depot Vehicle Replacement Programme (Refuse Collection)			63,000	13,000	273,000	2,183,000	Capital Receipts (1)	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.	<p><b>KEY SERVICE OBJECTIVE</b>  <i>Regeneration</i>                      Priority 1 (town centre) - To provide a cleaner and more attractive town centre.</p> <p><i>Environment</i>                      Priority 4 (clean streets) - To provide a cleaner and more attractive District and to reduce the environmental impact of old and polluting vehicles.</p> <p><i>Improvement</i>                      Priority 8 (customer satisfaction) - To provide a reliable and consistent service for all residents.                      Priority 9 (reputation) - To ensure the services continue to improve in line with BVPI's.</p>	H
Street Scene Depot Vehicle Replacement Programme (Street Cleaning)			85,000	186,000	146,000	662,000	Capital Receipts (1)	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.	<p><b>KEY SERVICE OBJECTIVE</b>  <i>Regeneration</i>                      Priority 1 (town centre) - To provide a cleaner and more attractive town centre.</p> <p><i>Environment</i>                      Priority 4 (clean streets) - To provide a cleaner and more attractive District and to reduce the environmental impact of old and polluting vehicles.</p> <p><i>Improvement</i>                      Priority 8 (customer satisfaction) - To provide a reliable and consistent service for all residents.                      Priority 9 (reputation) - To ensure the services continue to improve in line with BVPI's.</p>	H
Street Scene Depot Vehicle Replacement Programme (Recycling)			540,000		13,000	15,000	Capital Receipts (1)	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.	<p><b>KEY SERVICE OBJECTIVE</b>  <i>Regeneration</i>                      Priority 1 (town centre) - To provide a cleaner and more attractive town centre.</p> <p><i>Environment</i>                      Priority 4 (clean streets) - To provide a cleaner and more attractive District and to reduce the environmental impact of old and polluting vehicles.</p> <p><i>Improvement</i>                      Priority 8 (customer satisfaction) - To provide a reliable and consistent service for all residents.                      Priority 9 (reputation) - To ensure the services continue to improve in line with BVPI's.</p>	H
Street Scene Depot Vehicle Replacement Programme (Commercial Services)			0	106,000	13,000	170,000	Capital Receipts (1)	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.	<p><b>KEY SERVICE OBJECTIVE</b>  <i>Regeneration</i>                      Priority 1 (town centre) - To provide a cleaner and more attractive town centre.</p> <p><i>Environment</i>                      Priority 4 (clean streets) - To provide a cleaner and more attractive District and to reduce the environmental impact of old and polluting vehicles.</p> <p><i>Improvement</i>                      Priority 8 (customer satisfaction) - To provide a reliable and consistent service for all residents.                      Priority 9 (reputation) - To ensure the services continue to improve in line with BVPI's.</p>	H

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

**APPENDIX A**

Schemes by Department	Revised Budget & Additions 2006-07 £	Financing Budget & Additions 2006/07 (See Key)	Original Budget 2007-08 £	Latest Estimate 2008-09 £	Latest Estimate 2009-10 £	Latest Estimate Future Years £	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	Briefly How Scheme Achieves Corporate Objectives & Priorities	Prioritisation Category
Street Scene Depot Vehicle Replacement Programme (Garage Services)			59,000	1,000	15,000	28,000	Capital Receipts (1)	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.	<p>KEY SERVICE OBJECTIVE  <i>Regeneration</i>                      Priority 1 (town centre) - To provide a cleaner and more attractive town centre.</p> <p><i>Environment</i>                      Priority 4 (clean streets) - To provide a cleaner and more attractive District and to reduce the environmental impact of old and polluting vehicles.</p> <p><i>Improvement</i>                      Priority 8 (customer satisfaction) - To provide a reliable and consistent service for all residents.                      Priority 9 (reputation) - To ensure the services continue to improve in line with BVPI's.</p>	H
Street Scene Depot Vehicle Replacement Programme (Highways)			21,000	23,000	1,000	163,000	Capital Receipts (1)	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.	<p>KEY SERVICE OBJECTIVE  <i>Regeneration</i>                      Priority 1 (town centre) - To provide a cleaner and more attractive town centre.</p> <p><i>Environment</i>                      Priority 4 (clean streets) - To provide a cleaner and more attractive District and to reduce the environmental impact of old and polluting vehicles.</p> <p><i>Improvement</i>                      Priority 8 (customer satisfaction) - To provide a reliable and consistent service for all residents.                      Priority 9 (reputation) - To ensure the services continue to improve in line with BVPI's.</p>	H
Street Scene Depot Vehicle Replacement Programme (Grounds)			123,000	59,000	102,000	253,000	Capital Receipts (1)	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.	<p>KEY SERVICE OBJECTIVE  <i>Regeneration</i>                      Priority 1 (town centre) - To provide a cleaner and more attractive town centre.</p> <p><i>Environment</i>                      Priority 4 (clean streets) - To provide a cleaner and more attractive District and to reduce the environmental impact of old and polluting vehicles.</p> <p><i>Improvement</i>                      Priority 8 (customer satisfaction) - To provide a reliable and consistent service for all residents.                      Priority 9 (reputation) - To ensure the services continue to improve in line with BVPI's.</p>	H
Street Scene Depot Vehicle Replacement Programme (Multi-lift Vehicle)			17,000		12,000	7,000	Capital Receipts (1)	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.	<p>KEY SERVICE OBJECTIVE  <i>Regeneration</i>                      Priority 1 (town centre) - To provide a cleaner and more attractive town centre.</p> <p><i>Environment</i>                      Priority 4 (clean streets) - To provide a cleaner and more attractive District and to reduce the environmental impact of old and polluting vehicles.</p> <p><i>Improvement</i>                      Priority 8 (customer satisfaction) - To provide a reliable and consistent service for all residents.                      Priority 9 (reputation) - To ensure the services continue to improve in line with BVPI's.</p>	H



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

**APPENDIX A**

Schemes by Department	Revised Budget & Additions 2006-07 £	Financing Budget & Additions 2006/07 (See Key)	Original Budget 2007-08 £	Latest Estimate 2008-09 £	Latest Estimate 2009-10 £	Latest Estimate Future Years £	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	Briefly How Scheme Achieves Corporate Objectives & Priorities	Prioritisation Category
Replacement Pay & Display Ticket Machines			18,000				<b>S106 Off-Site Car Parking Provision (3)</b>	The replacement of seven old pay and display machines with brand new ones using S106 monies from development adjacent to Hanover Street car park.	<p><b>KEY SERVICE OBJECTIVE</b>  <i>Regeneration:</i>  Town Centre - Use of more efficient pay and display machines will promote a better image of the Council and make it more attractive to use the car parks.</p> <p><i>Improvement:</i>  Customer Satisfaction - Customers will be able to use pay and display machines more of the time as they will break down less.  Reputation - The Council will begin to acquire a reputation for high standards of customer service.  Performance Improvement - Newer machines will operate more effectively and are less likely to malfunction, therefore the risk of revenue not being taken is reduced.</p>	H
Replacement of CCTV Equipment				354,000	100,000	79,000	<b>Capital Receipts (1)</b>	<p>The project is the replacement of all of the Districts CCTV cameras on a 3 year rolling programme to commence in 2008/09, the cameras were designed for a 10 year lifecycle and are due for replacement.</p> <p>Replacement of 26 CCTV cameras and domes in Bromsgrove Town Centre.</p> <p>Replacement of 19 CCTV cameras in Town Centre, Alvechurch, Bart Green, Hagley, Rubery &amp; Sanders Park.</p> <p>Upgrade the CCTV Control Room to Digital Recording and future proofing for the next 10 years.</p> <p>New monitor wall, display systems and interior building works.</p>	<p><b>KEY SERVICE OBJECTIVE</b>  <i>Sense of Community and Well Being</i>  The replacement of cameras and system update will ensure that a number of risks are avoided and allow the continued benefits of the service to local residents.</p> <p><i>Improvement</i>  The system upgrades will improve performance and increase operator time to monitor additional cameras. This may lead to increased generation opportunities in both the CCTV and the life line service due to increased capacity.  Customer satisfaction will increase as the improvements to the service will increase response times and allow greater standards of customer service to be provided/ achieved and in turn, our reputation will be enhanced.</p>	H
Alvechurch Youth Scheme			90,000				<b>S106 Culture &amp; Community (3L)</b>	The project is to enhance the provision of youth facilities in the Alvechurch area following residents consultation of local needs.	<p><b>KEY SERVICE OBJECTIVE</b>  <i>Sense of Community &amp; Well Being:</i>  The scheme will allow the Council to develop additional facilities/ services that will ensure the community is influenced in a positive manner based on the needs.</p> <p><i>Improvement:</i>  Enhance the Council's reputation by improving the local facilities and people's perception of living in Bromsgrove. Thus leading to increased residents satisfaction with BDC by improving the service provided.</p>	H
Bromsgrove Youth Scheme			85,000				<b>S106 Culture &amp; Community (3L)</b>	The project is to enhance the provision of youth facilities in the Bromsgrove area following residents consultation of local needs.	<p><b>KEY SERVICE OBJECTIVE</b>  <i>Sense of Community &amp; Well Being:</i>  The scheme will allow the Council to develop additional facilities/ services that will ensure the community is influenced in a positive manner based on the needs.</p> <p><i>Improvement:</i>  Enhance the Council's reputation by improving the local facilities and people's perception of living in Bromsgrove. Thus leading to increased satisfaction with BDC by improving the service provided.</p>	H
Tutnall & Cobley - Access Improvements			25,000				<b>S106 Culture &amp; Community (3L)</b>	The project is to enhance the access to Tardebigge Community Hall to support/ expand the provision of services provided.	<p><b>KEY SERVICE OBJECTIVE</b>  <i>Sense of Community &amp; Well Being:</i>  The scheme will allow the Parish Council to develop additional services for local residents so that will ensure the community is influenced in a positive manner.</p> <p><i>Improvement:</i>  Enhance the Council's reputation by improving the local facilities and people's perception of living in Bromsgrove. Thus leading to increased satisfaction with BDC by improving the service provided.</p>	H

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

Schemes by Department	Revised Budget & Additions 2006-07 £	Financing Budget & Additions 2006/07 (See Key)	Original Budget 2007-08 £	Latest Estimate 2008-09 £	Latest Estimate 2009-10 £	Latest Estimate Future Years £	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	Briefly How Scheme Achieves Corporate Objectives & Priorities	Prioritisation Category
Homeless Hostel Re-modelling Scheme			325,000				<b>Housing Schemes funded from Capital Receipts (1)</b>	<p>Grants to RSL's to support and subsidise the provision of Affordable Housing Development in the form of rented tenure.</p> <p>On 6th September 2006 Executive Cabinet approved in principle the de-commissioning of Wythall Hostel, the proceeds of which are to be re-invested into the Hostel re-modelling scheme.</p>	<p><b>KEY SERVICE OBJECTIVE</b>  <i>Regeneration</i>                      Priority 3 - Housing                      Assisting in the balancing of the Housing Market. Achieving additional affordable housing units. Helping address the needs of the homeless. Key to addressing 3 of the 4 priorities in the Council's Housing Strategy.</p> <p><i>Environment</i>                      Priority 5- Planning                      Helping towards a more balanced Housing Market.</p> <p><i>Sense of Community &amp; Well Being</i>                      Providing a better standard of accommodation for vulnerable and homeless clients. Housing and Health issues.</p> <p><i>Improvement</i>                      Priority 10- Performance Improvement                      Improving performance against targets to provide more affordable housing - target 80 pa. Improved customer choice and satisfaction.</p>	H
Grants to RSL's - Affordable Housing Rented Schemes			250,000				<b>S106 Affordable Housing (3A)</b>	<p>Grants to RSL's to support and subsidise the provision of Affordable Housing.</p> <p>Development in the form of rented tenure.</p>	<p><b>KEY SERVICE OBJECTIVE</b>  <i>Regeneration</i>                      Priority 3 (Housing)- Assisting in the balancing of the Housing market, achieving additional affordable housing units, helping address the needs of the homeless, key to addressing 3 of the 4 priorities in the Council's Housing strategy.</p> <p><i>Environment</i>                      Priority 5 (Planning)- Helping towards a more balanced housing market.</p> <p><i>Sense of Community &amp; Wellbeing</i>                      Enabling mixed tenure housing, offering choice in where people live, which in turn promoted more sustainable communities. Improved housing and health issues.</p> <p><i>Improvement</i>                      Priority 10 (performance) - Improving performance against targets to provide more affordable housing - Target 80 pa. Improved customer choice and satisfaction.</p>	H
Grants to RSL's - Shared Ownership and Low Cost Affordable Housing Schemes (Part funded from capital receipts ring fenced for Low Cost/Affordable Housing)			11,000				<b>Capital Receipts - Ring Fenced for Low Cost (9)</b>	<p>Grants to RSL's to support and subsidise the provision of Affordable Housing Development in the form of Shared Ownership or Low cost tenures. Where schemes are not forthcoming due to land supply issues, the funding can be utilised to fund Do It Yourself Shared Ownership (DIYSO) or Home Buy Schemes where applicants identify a home on the open market and apply to either part purchase through an RSL or buy at 75% of market value on an equity resale scheme.</p>	<p><b>KEY SERVICE OBJECTIVE</b>  <i>Regeneration</i>                      Priority 3- (Housing)- Assisting in the balancing of the Housing market, achieving additional affordable housing units, helping address the needs of the homeless, key to addressing 3 of the 4 priorities in the Council's Housing strategy.</p> <p><i>Environment</i>                      Priority 5 (Planning)- Helping towards a more balanced housing market.</p> <p><i>Sense of Community &amp; Wellbeing</i>                      Enabling mixed tenure housing, offering choice in where people live, which in turn promoted more sustainable communities. Improved housing and health issues.</p> <p><i>Improvement</i>                      Priority 10 (performance) - Improving performance against targets to provide more affordable housing - Target 80 pa. Improved customer choice and satisfaction.</p>	H

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

Schemes by Department	Revised Budget & Additions 2006-07 £	Financing Budget & Additions 2006/07 (See Key)	Original Budget 2007-08 £	Latest Estimate 2008-09 £	Latest Estimate 2009-10 £	Latest Estimate Future Years £	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	Briefly How Scheme Achieves Corporate Objectives & Priorities	Prioritisation Category
Grants to RSL's - Shared Ownership and Low Cost Affordable Housing Schemes (Part funded from capital receipts retained under capital pooling arrangements ring fenced for housing use only)			11,000				Retained Housing Capital Receipts - Ring Fenced for Housing Use Only (10)	Part of above scheme	Part of above scheme	H
Housing Safety Net Funding - Scheme to be developed			83,000				Gov't Grant Regional Housing Pot (2C)	Government Grant has been provisionally allocated to the Council for use in 2007/08 on a housing capital scheme which will be developed in due course.		H
SUPPORT SERVICES RECHARGES TO CAPITAL (To be recharged over all schemes in 2006/07, 2007/08 & later year)	124,000	Capital Receipts (1)	127,000	130,000	133,000		Capital Receipts (1)			
<b>SUB-TOTAL FOR 'HIGH'</b>	<b>124,000</b>		<b>2,242,000</b>	<b>1,022,000</b>	<b>808,000</b>	<b>3,560,000</b>				
<b>CAPITAL BIDS RANKED 'MEDIUM'</b>										
Connecting C.C.T.V Centre to corporate network			0	30,000			Capital Receipts (1)	The installation of a fibre link to the C.C.T.V centre will enable staff to raise calls related to any incidents immediately and respond to requests online. In addition it would enable all ICT policies to be deployed to the C.C.T.V centre, e.g. ICT security policy, internet access. Key data would also be included in the corporate IT backup and disaster recovery process.	KEY SERVICE OBJECTIVE <i>Improvement</i> Priority 10 (performance) - The provision of a more robust and secure network for the C.C.T.V centre.	M
Refining Customer Service Environment at the Customer Service Centre			15,000				Capital Receipts (1)	To provide a more permanent screen between the public environment of the customer service area and the telephone customer contact area. To create a wall area within the central part of the service centre that will act as a display area allowing key council documents to be displayed in a professional manner and is easily accessed by customers.	KEY SERVICE OBJECTIVE <i>Improvement</i> Priority 8 (customer satisfaction) - Easier access to printed information - customers in the CSC would be able to find relevant leaflets more easily as they would be displayed properly. This would help towards improving our customers perception of the Council. Priority 10 (performance) - Separating the telephone area from the open public area would improve privacy when dealing with calls and reduce noise in the public area.	M

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

Schemes by Department	Revised Budget & Additions 2006-07 £	Financing Budget & Additions 2006/07 (See Key)	Original Budget 2007-08 £	Latest Estimate 2008-09 £	Latest Estimate 2009-10 £	Latest Estimate Future Years £	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	Briefly How Scheme Achieves Corporate Objectives & Priorities	Prioritisation Category
Provision of Corporate Intranet solution			15,000				Capital Receipts (1)	Provide a solution for developing a corporate Intranet Solution. The Intranet should be the single repository of all corporate information and should be accessible by all staff. Information regarding all internal corporate matters should be held on the Intranet which should be easy to use and structured around national data management standards.	KEY SERVICE OBJECTIVE <i>Improvement</i> Priority 10 (performance) - Better access to corporate information- Staff will have one location to find corporate data. This will improve the quality and accuracy of information used and reduce the amount of time taken to find information.	M
Improvements to Battlefield Brook at Sanders Park			10,000				Capital Receipts (1)	The project is to enhance the brook running through Sanders Park by removing the current concrete structure and landscaping the area to provide a habitat for wild animals with specific emphasis on water voles. The project has been discussed with the environment agency although no additional funding is available through this source.	KEY SERVICE OBJECTIVE <i>Improvement</i> Enhance the Council's reputation by improving the local environment and people's perception of living in Bromsgrove. Thus leading to increased residents satisfaction with BDC by improving the service delivery.	M
Refurbishment/upgrade of town centre public toilets			50,000				Capital Receipts (1)			M
Capital grants for upgrading of shop fronts in town centre			40,000				Capital Receipts (1)			M
<b>SUB-TOTAL FOR 'MEDIUM'</b>	<b>0</b>		<b>130,000</b>	<b>30,000</b>	<b>0</b>	<b>0</b>				
<b>CAPITAL BIDS RANKED 'LOW'</b>										
Provision of network link to Shop Mobility			25,000				Capital Receipts (1)	To provide a fast and robust network link to the Shop Mobility office to enable staff to carry out all of the tasks from this one location. To ensure that all Council systems can be deployed to this location. To enable all ICT policies to be implemented e.g. Security policy, Network access policy.	KEY SERVICE OBJECTIVE <i>Improvement</i> Priority 10 (performance) - The provision of a more robust and secure network for the Shopmobility Centre.	L
Improvements to Meeting Rooms			6,000				Capital Receipts (1)	Alterations and improvements to audio and visual facilities in the council chamber, Committee and Conference Rooms. This project will deliver improved facilities for elected members and officers. It will expand the use of the rooms and enable the Council to meet its requirements in respect of accessibility and diversity.	KEY SERVICE OBJECTIVE <i>Sense of Community &amp; Well Being:</i> Public accessibility increased. Community Involvement will be enhanced. More effective and transparent decision making process.  <i>Improvement</i> Modern Member Programme supported. Increased opportunities for democratic involvement. Robust and professional programme to support the Council's decision making process and the image of the organisation.	L

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

APPENDIX A

Schemes by Department	Revised Budget & Additions 2006-07 £	Financing Budget & Additions 2006/07 (See Key)	Original Budget 2007-08 £	Latest Estimate 2008-09 £	Latest Estimate 2009-10 £	Latest Estimate Future Years £	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	Briefly How Scheme Achieves Corporate Objectives & Priorities	Prioritisation Category
"Scores on the Doors" on-line publication of food hygiene inspection results			4,000				Capital Receipts (1)	At present the publication of food hygiene inspection results is a "hot topic." It allows consumers to see how good food hygiene is at businesses, before they eat. Until recently this information could not be given out to consumers. The introduction of the Freedom of Information Act 2000 has changed this, and indeed the Department regularly receives requests for the disclosure of inspection results. The results of these inspections can now be released, giving the council the opportunity to make informed decisions when deciding where they want to eat. The scores would be published in the Council's website, allowing customers to quickly see what the standard of hygiene is like.	KEY SERVICE OBJECTIVE <i>Regeneration</i> Linked to Town Centre regeneration. Increase in customers and greater profitability for businesses with good hygiene standards.  <i>Sense of Community &amp; Well Being</i> Reductions in food-borne poisoning in the community as businesses strive to achieve a high hygiene score. This is linked to the public health aspect of wellbeing contained within the Council objectives. Community empowered to make informed choices about where they eat. Similar schemes adopted by local authorities have been shown to improve hygiene standards for the benefit and well-being of the community.	L
Passport to Leisure			24,000				Capital Receipts (1)	The project is designed to offer a concession based scheme to remove financial and social barriers to participation in sport, culture and active recreation. The project will deliver increased usage within hard to reach groups who traditionally do not access such services. By doing so we will increase the council influence, address some of the health issues associated with physical inactivity and provide opportunities for all sectors of the community to access the council facilities.	KEY SERVICE OBJECTIVE <i>Sense of Community &amp; Well Being</i> By increasing opportunities we will be able to demonstrate that we have actively endeavoured to improve the health of the local community and influence people's life style choices/ quality of life.  <i>Improvement</i> The project, once implemented, will increase the reputation of the Council and lead to increased customer satisfaction across the whole district. It will also improve our performance in relation to central government objectives and partnerships working as the scheme can be expanded to include GP referral schemes and future projects as part of the LSP or with the local PCT.	L
Lifeline			51,000				Capital Receipts (1)	The Project is to upgrade the life line system (hard and software) to ensure it can meet future service requirements. It will deliver a range of new products/ services to local residents to enhance service delivery to meet the proposed objectives of WCC Social services and PCT. It will also increase income generation.	KEY SERVICE OBJECTIVE <i>Improvement</i> The enhanced shared services will meet Priority 8- Customer Satisfaction, Priority 9 - Reputation and Priority 10- Performance Improvement.	L
<b>SUB-TOTAL FOR 'LOW'</b>	<b>0</b>		<b>110,000</b>	<b>0</b>	<b>0</b>	<b>0</b>				
<b>TOTAL NEW SCHEMES</b>	<b>124,000</b>		<b>2,482,000</b>	<b>1,052,000</b>	<b>808,000</b>	<b>3,560,000</b>				

**Funding Summary For New Scheme Bids**

1. General Capital Receipts	124,000
1. Housing Schemes funded from Capital Receipts (Homeless Hostel Re-modelling Scheme)	
Capital Receipts - Invest-to-Save Schemes	
General Capital Receipts - Ring Fenced for Low-Cost Housing	
Poolable Housing Capital Receipts - Retained for Housing Use (Debt Free Transitional Arrangements)	

1,495,000	1,052,000	808,000	3,560,000
325,000			
89,000			
11,000			
11,000			

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

Schemes by Department	Revised Budget & Additions 2006-07 £	Financing Budget & Additions 2006/07 (See Key)	Original Budget 2007-08 £	Latest Estimate 2008-09 £	Latest Estimate 2009-10 £	Latest Estimate Future Years £	Financing Original Budget 2007/08 (See Key)	Brief Description of Project	Briefly How Scheme Achieves Corporate Objectives & Priorities	Prioritisation Category
Section 106 Agreements (Off-site Parking Provision)			18,000							
3A. Section 106 Funding (Affordable Housing)			250,000							
Section 106 Agreements (Play Areas etc.)			200,000							
Government Grants - Regional Housing Pot			83,000							
<b>TOTAL</b>	<b>124,000</b>		<b>2,482,000</b>	<b>1,052,000</b>	<b>808,000</b>	<b>3,560,000</b>				
Differences - spend to financing	0		0	0	0	0				

**Funding Summary For High Priority New Scheme Bids Only**

1. General Capital Receipts	124,000	1,255,000	1,022,000	808,000	3,560,000
1. Housing Schemes funded from Capital Receipts (Homeless Hostel Remodelling Scheme)		325,000			
Capital Receipts - Invest-to-Save Schemes		89,000			
General Capital Receipts - Ring Fenced for Low-Cost Housing		11,000			
Poolable Housing Capital Receipts - Retained for Housing Use (Debt Free Transitional Arrangements)		11,000			
Section 106 Agreements (Off-site Parking Provision)		18,000			
3A. Section 106 Funding (Affordable Housing)		250,000			
Section 106 Agreements (Play Areas etc.)		200,000			
Government Grants - Regional Housing Pot		83,000			
<b>TOTAL</b>	<b>124,000</b>	<b>2,242,000</b>	<b>1,022,000</b>	<b>808,000</b>	<b>3,560,000</b>

**Funding Summary For Medium Priority New Scheme Bids Only**

1. General Capital Receipts		130,000	30,000		
<b>TOTAL</b>	<b>0</b>	<b>130,000</b>	<b>30,000</b>	<b>0</b>	<b>0</b>

**Funding Summary For Low Priority New Scheme Bids Only**

1. General Capital Receipts		110,000			
<b>TOTAL</b>	<b>0</b>	<b>110,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

Schemes by Department	Revised Budget & Additions 2006-07 £	Original Budget 2007-08 £	Latest Estimate 2008-09 £	Latest Estimate 2009-10 £	Latest Estimate Future Years £
<b>TOTAL PROGRAMME</b>	<b>6,798,300</b>	<b>4,659,000</b>	<b>7,812,000</b>	<b>1,656,000</b>	<b>4,433,000</b>
<b>TOTAL FINANCING INCLUDING HIGH PRIORITY NEW SCHEMES ONLY:</b>					
Capital Receipts	4,032,500	2,072,000	7,361,000	1,375,000	4,152,000
Housing Schemes funded from Capital Receipts (Schemes for Gilbert Court and Hostel Remodelling)		1,325,000			
Capital Receipts ('Spend-to-Save' schemes to be financed from additional income or savings over a period of years)	20,000	89,000	0	0	0
Capital Receipts - (Ring Fenced for Low Cost Housing Only)	458,000	51,000	40,000	0	0
Capital Allowance (Pooled Housing Capital Receipts)	65,000	0	0	0	0
Pooled Housing Capital Receipts (Retained Under Debt Free Transitional Arrangements)	49,000	11,000	0	0	0
Section 106 Agreements (Off-site Car Parking Provision)	0	18,000	0	0	0
Section 106 Agreements (Affordable Housing)	455,000	250,000	0	0	0
Section 106 Agreements (Play Areas etc.)	758,800	400,000	130,000	0	0
Government Grants - IEG Only	82,000	0	0	0	0
Government Grants - SCG (DFG's)	321,000	281,000	281,000	281,000	281,000
Government Grants - Liveability	340,000	0	0	0	0
Government Grants - Regional Housing Pot	217,000	162,000	0	0	0
<b>Total</b>	<b>6,798,300</b>	<b>4,659,000</b>	<b>7,812,000</b>	<b>1,656,000</b>	<b>4,433,000</b>

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## ESTIMATES OF UNSPENT BUDGETS REQUIRING CARRY FORWARD TO 2007/08

		REVISED CAPITAL BUDGET 2006/07	PROJECTED YEAR END EXPENDITURE	ESTIMATED BUDGET CARRY FORWARDS TO 2007/08	BUDGET HOLDER COMMENTS
		£	£	£	
<b>Funding</b>	<b>2006/07 Schemes</b>				
<b>FINANCIAL SERVICES DEPARTMENT</b>					
Government Grants & Capital Receipts	Purchase Order Processing System (Funded from capital receipts & IEG Grant)	197,000	159,000	(38,000)	This project has now commenced and it is now expected that the majority of this scheme will be completed within the financial year 2006/07. However, it does appear that there will be an estimated £38k slippage on the programme which includes the backfilling of staff. Approval is required to carry forward the remaining budget into 2007/08.
<b>LEGAL &amp; DEMOCRATIC DEPARTMENT</b>					
Capital Receipts	Disabled Discrimination Act improvements (05/06)	14,000	8,000	(6,000)	Further outstanding work is required to secure compliance under the Disabled Discrimination Act. The new Members entrance door was ordered in December 2006 and is likely to be completed by February 2007. A second project which includes attention to the Spadesbourne Brook entrance, is currently being looked into, but it is likely that this will not be fully completed in this financial year. Early indications show that it is predicted that £6k will be required to be carried forward into 2007/08.
<b>E-GOVERNMENT &amp; CUSTOMER SERVICES</b>					
Capital Receipts	Internet/Intranet Development (funded from IEG Grant)	23,000	13,000	(10,000)	The delays have been due to contract agreements with external suppliers [Worcestershire County Council]. The project has now delivered a new corporate website and has an estimated £10,000 budget carry over requirement to 2007/8 for the development of the corporate Intranet.
Capital Receipts	Government Connect Scheme	30,000	0	(30,000)	This project will not be completed within 2006/07 due to delays from Central Government in defining the exact configuration of the "Government Connect Scheme", therefore we cannot commence this scheme. Approval is therefore required to carry forward the budget in 2007/08.
Capital Receipts	Spatial Project	500,000	175,000	(325,000)	The Spatial Project is a modernising programme involving the procurement of new integrated software to enable the transformation of service delivery and the achievement of full compliance with national E-Government priority outcomes. The scheme received approval from Executive Cabinet on 2nd August 2006. There is a £500k capital budget requirement included in the business case for 2006/07 for the purchase of hardware such as new IT servers etc. which will need to be phased across the life of the project. It will be necessary for some of this Budget to be carried forward into 2007/08 as there is an estimated spend of £175k for 2006/7 with a carry over of £325k into 2007/08. Higher expenditure has not been incurred during 2006/07 due to the delayed signing of the project contract. This delay has resulted in the project starting 8 months later than originally anticipated.

ESTIMATES OF UNSPENT BUDGETS REQUIRING CARRY FORWARD TO 2007/08

APPENDIX B

		REVISED CAPITAL BUDGET 2006/07  £	PROJECTED YEAR END EXPENDITURE  £	ESTIMATED BUDGET CARRY FORWARDS TO 2007/08 £	BUDGET HOLDER COMMENTS
<b>Funding</b>	<b>2006/07 Schemes</b>				
<b>STREET SCENE &amp; WASTE MANAGEMENT</b>					
Capital Receipts	Concessionary Fare Implementation of Smart Cards.	20,000	0	(20,000)	Worcestershire County Council are leading on this scheme and the current position suggests that the scheme will not proceed this year. We have however signed up to this and it is likely to proceed in 2007/08 so approval to carry the budget forward to 2007/08 is required.
Capital Receipts	Replacement of Fleet Vehicles (Multi Lift Vehicles)	125,000	0	(125,000)	For the replacement of vehicle registrations P585 EOY & P584 EOY (stolen). A type of vehicle has been on trial and the one selected is now expected to arrive in May 2007. Both vehicles are now on order but the 22 week delivery time means that they will not be delivered until May 2007 (2007/08). Approval is therefore required to carry the budget forward to 2007/08.
Capital Receipts	Skips for new 18 tonne Depot Multi Lift Vehicles	20,000	0	(20,000)	This is related to the above scheme. The type of skips required are dependent on the type of vehicle selected and it is advisable to await delivery of the vehicles before ordering the skips. Approval is therefore be made to carry the budget forward to 2007/08.

## ESTIMATES OF UNSPENT BUDGETS REQUIRING CARRY FORWARD TO 2007/08

		REVISED CAPITAL BUDGET 2006/07	PROJECTED YEAR END EXPENDITURE	ESTIMATED BUDGET CARRY FORWARDS TO 2007/08	BUDGET HOLDER COMMENTS
		£	£	£	
<b>Funding</b>	<b>2006/07 Schemes</b>				
Capital Receipts	Street Cleaning Vehicles & Equipment (Identified within the Depot Strategy)	519,000	193,000	(231,000)	<p>Tenders have been received and orders raised for the following:            3 Trailers (£5k total) - (delivered),            4 Ex Lease vehicles (£13k total (delivered),            3 Pedestrian sweepers (3 @ £15k each) (delivery expected in March 2007),            1 Compact sweeper( £50k) &amp; 1 large sweeper (£80k) have been ordered and delivery expected in March 2007,            6 Pick-up vehicles (£165k total) have been tendered for but delivery will probably be in April 2007 because of Chassis works (possible carry forward request),            2 Pedestrian Sweepers (2 @£15k each) - delivery will probably be in April 2007 (possible carry forward request),            In addition to the above a budget carry forward to 2007/08 of £36k is required to fund an expected overspend on Code GC1085 (Replacement of Fleet Vehicles).</p> <p>Approval is therefore required for £231k to be carried forward to 2007/08.</p>
<b>PLANNING &amp; ENVIRONMENTAL SERVICES</b>					
Section 106	4 Houses on garage sites(Grafton,Foxwalks)	96,000	77,000	(19,000)	<p>Work has commenced on the Grafton site and is scheduled for completion in February 2007. Work has however not yet started on the Foxwalks site and completion of this part is now expected to be in 2007/08 and it will be necessary to carry the unspent budget forward to 2007/08. Approval is therefore requested to carry forward budget of £19k to 2007/08.</p>
Retained Housing Capital Receipts & S106	Grants to RSL's - Housing to Rent ( New build)	115,000	96,000	(19,000)	<p>Budget is intended to partially fund the schemes at Ryfield, Grafton &amp; Barrington Road. Fully committed and schemes have commenced, however there will be an underspend in this year because the final franch payments will be due in 2007/08. Approval is therefore requested to carry forward budget of £19k to 2007/08.</p>
Retained Housing Capital Receipts	Grants to RSL's - Shared Ownership (New Build/Do-it-Yourself)	22,000	4,000	(18,000)	<p>The scheme was scheduled to commence in the 4th quarter of 2005/06 but did not. Scheme started on site in November 2006 but there may be an over run into 2007/08 because of the complexities of the scheme. Approval is therefore requested to carry forward budget of £18k to 2007/08.</p>

## ESTIMATES OF UNSPENT BUDGETS REQUIRING CARRY FORWARD TO 2007/08

## APPENDIX B

		REVISED CAPITAL BUDGET 2006/07	PROJECTED YEAR END EXPENDITURE	ESTIMATED BUDGET CARRY FORWARDS TO 2007/08	BUDGET HOLDER COMMENTS
		£	£	£	
<b>Funding</b>	<b>2006/07 Schemes</b>				
Capital Receipts	Grants to RSL's - Low Cost Housing	160,000	0	(52,000)	<p>This is a new scheme which is being developed and an underspend is expected. It was reported to Executive Cabinet on 1st November and approval was obtained to carry forward £108k to 2007/08 to supplement the limited Capital resources available next year.</p> <p>There will now be no expenditure in 2006/07. Approval is now required to carry forward the remaining budget of £52k to 2007/08 in addition to the £108k already approved.</p>
Capital Receipts & S106	Grants to RSL's - Housing for Rent	285,000	0	(200,000)	<p>This is a new scheme which is being developed and it will not be complete in 2006/07. It was reported to Executive Cabinet on 1st November and approval was obtained to carry forward £85k to 07/08 to supplement the limited Capital resources available next year.</p> <p>There will now be no expenditure in 2006/07. Approval is now required to carry forward the remaining budget of £200k to 2007/08 in addition to the £85k already approved.</p>
Capital Receipts	Burcot, Wythall, Holly, & Rubery Lodges - Refurb & Modernisation scheme	19,000	11,600	(7,400)	<p>Wythall Lodge Hostel has now been closed but the others are still operating. Scheme is being held in abeyance pending hostel de-commissioning.</p> <p>Executive Cabinet approved in principle a strategy for hostel de-commissioning on 6th September 2006 and a bid has therefore been made for a new capital scheme valued at £325k (funded from the sale of the Wythall Lodge Hostel) in the 2007/08 capital budget.</p> <p>Approval is therefore requested to carry the outstanding budget of £7,400 on this scheme forward to 2007/08 to supplement the proposed new scheme.</p>

## ESTIMATES OF UNSPENT BUDGETS REQUIRING CARRY FORWARD TO 2007/08

## APPENDIX B

		REVISED CAPITAL BUDGET 2006/07	PROJECTED YEAR END EXPENDITURE	ESTIMATED BUDGET CARRY FORWARDS TO 2007/08	BUDGET HOLDER COMMENTS
		£	£	£	
<b>Funding</b>	<b>2006/07 Schemes</b>				
Government Grant & Capital Receipts	Mandatory Disabled Facilities Grants (DFG's) (Private & BDHT Grants) - Budget Only	535,000	400,000	(135,000)	The underspend has been caused by the lack of a Grants Administrator in the Private Sector Housing Team to process the grant applications and work on the Housing CPA also caused further delays. However a temporary staff appointment has been made for 2 years which is now having a major impact on the speed that applications are being processed. The performance of the Care & Repair Agency in processing grants is improving and under monthly scrutiny by housing officers. Once approved, applicants have 12 months to get the required work carried out, which means that approvals in 2006/07 will in many cases have to be charged to budgets in 2007/08. Cabinet approval is therefore requested to carry forward the estimated budget underspend on mandatory disabled facilities grants to the capital programme for 2007/08 as part of the 3 year rolling DFG programme.
Government Grant	Grant to BDHT to enable development of 17 Flats (Flavel Rd, Charford)	100,000	0	(100,000)	These schemes were only approved to be added to the budget in November and as a result there may be insufficient time for the schemes to be completed in this financial year.  Approval is requested to carry these Government Grant funded budgets forward to 2007/08.
Government Grant	Grants to owners of Houses in Multiple Occupation (regulatory standard in Fire Precautions and Energy Efficiency)	30,000	5,000	(25,000)	
Government Grant	Choice Based Lettings Capital Implementation Cost	25,000	0	(25,000)	
Government Grant	Energy efficiency Home Insulation Project	30,000	5,000	(25,000)	
Government Grant	Grant to BDHT for conversion of Temporary accommodation units at Wythall	12,000	0	(12,000)	
Government Grant	Housing needs survey annual update	5,000	0	(5,000)	These schemes are revenue in nature and approval is requested to carry the £20k of Government Grant funding forward to 2007/08 to provide part funding for the Discretionary Home Repair Assistance & Housing Renewal Grants capital budget.
Government Grant	Private Sector Housing Condition Survey update	10,000	0	(10,000)	
Government Grant	Energy efficiency survey	5,000		(5,000)	
<b>CULTURE &amp; COMMUNITY SERVICES</b>					

## ESTIMATES OF UNSPENT BUDGETS REQUIRING CARRY FORWARD TO 2007/08

## APPENDIX B

		REVISED CAPITAL BUDGET 2006/07	PROJECTED YEAR END EXPENDITURE	ESTIMATED BUDGET CARRY FORWARDS TO 2007/08	BUDGET HOLDER COMMENTS
		£	£	£	
<b>Funding</b>	<b>2006/07 Schemes</b>				
Capital Receipts	Restoration of Memorial Headstones in Bromsgrove Cemetery	26,000	15,000	(11,000)	Advice has been sought from other district councils on how to deal with this issue and a decision reached on how to carry out the work required. A list of suitable stone masons is being compiled from whom to obtain prices for dealing with the headstones which require attention. Work should commence in this financial year but it may be necessary to carry forward £11K into 2007/08.
Section 106	New Sporting Pitches (Garringtons/UEF)	60,000	0	(60,000)	A report was submitted to Executive Cabinet on 17 May 2006 to consider an application from Bromsgrove Cricket, Hockey and Tennis club relating to the provision of an artificial floodlit pitch at St Godwalds Park, and this was approved in principle. A meeting was held with the club in August 2006 to progress the scheme further. The scheme is under reassessment and therefore approval is requested to carry forward the unspent budget into 2007/08.
Section 106	Barnsley Hall - Requisition of Land & Provision of new play area (05/06)	79,000	0	(79,000)	Consultation was undertaken with residents on a play area design and play companies invited to provide initial design solutions/quotations. An open demonstration day of 'Disc Golf' took place on Sunday 2nd April. Site meeting held with a representative of English Partnerships on 7/3/06 to agree their boundary/access concerns. Legal Dep't have now negotiated the transfer of the land. Also subject to the Play Framework Contract. Approval is requested to carry forward the unspent budget to 2007/08
Section 106	Belbroughton - improving play facilities	40,000	20,000	(20,000)	Awaiting a bid to be prepared by the applicant. Upon commencement 50% will be payable which should be in this Financial year. The final 50% is payable on completion. Approval is requested to carry forward the unspent budget to 2007/08.

## ESTIMATES OF UNSPENT BUDGETS REQUIRING CARRY FORWARD TO 2007/08

		REVISED CAPITAL BUDGET 2006/07	PROJECTED YEAR END EXPENDITURE	ESTIMATED BUDGET CARRY FORWARDS TO 2007/08	BUDGET HOLDER COMMENTS
		£	£	£	
<b>Funding</b>	<b>2006/07 Schemes</b>				
Section 106	Blackwell - Relocation of Play Area	40,000	0	(40,000)	Negotiations are underway with Worcestershire County Council over the use of their land for the play area. (St. Catherine's Rd). Still on going as at end of November. Commencement is pending the awarding of the Play Framework Contract which will be under European procurement regulations. Approval is requested to carry forward the unspent budget to 2007/08
Section 106	Charford Section 106 Schemes	100,000	0	(100,000)	Discussions are underway with BDHT on the use of land at The MARC Centre for a potential play area site. Comment re the Play Framework Contract also applies. We were successful in bidding to obtain an additional £50k of funding on this scheme from The Youth Capital Works (administered by Worcestershire CC). As a result this will increase the total of the Capital scheme and further details will be reported in due course. Commencement is pending the awarding of the Play Framework Contract which will be under European procurement regulations. Approval is requested to carry forward the unspent budget to 2007/08
Section 106	King George V Playing Fields - Floodlights for multi use games area.	30,000	0	(30,000)	A bid to add value to this scheme was prepared for an additional £30k of funding on this scheme from The Youth Capital Works (administered by Worcestershire CC) and granted in November 2006. Further details will be reported in due course with work likely to commence in 2007. Commencement is pending the awarding of the Play Framework Contract which will be under European procurement regulations. Approval is requested to carry forward the unspent budget to 2007/08.
Section 106	Oakalls - New Play Area.	40,000	0	(40,000)	Commencement is pending the awarding of the Play Framework Contract which will be under European procurement regulations. A meeting is due to be held in December with the Council's procurement officer regarding the next stage of the process. This applies to all Play Framework Contracts. Approval is requested to carry forward the unspent budget to 2007/08.
Section 106	Wythall Teenage Sports Facility Scheme	80,000	0	(80,000)	An evaluation of alternative sites is currently being undertaken. Approval is requested to carry forward the unspent budget to 2007/08.
Section 106	Callowbrook Park (Rubery) Improvement Scheme	35,000	0	(35,000)	Commencement is pending the awarding of the Play Framework Contract which will be under European procurement regulations. Approval is requested to carry forward the unspent budget to 2007/08.
Capital Receipts	Replacement of Dolphin Centre Pool Plant	55,000	0	(55,000)	The work will be carried out at the same time as the latest upgrade to avoid closing the pool more than once. Approval is requested to carry forward the unspent budget to 2007/08.

ESTIMATES OF UNSPENT BUDGETS REQUIRING CARRY FORWARD TO 2007/08

APPENDIX B

		REVISED CAPITAL BUDGET 2006/07	PROJECTED YEAR END EXPENDITURE	ESTIMATED BUDGET CARRY FORWARDS TO 2007/08	BUDGET HOLDER COMMENTS
		£	£	£	
<b>Funding</b>	<b>2006/07 Schemes</b>				
Government Grants/ Capital Receipts	New park at Barnsley Hall (Funded from Government Liveability Fund & BDC)	217,000	0	(217,000)	The conveyance of land via Solicitors from English Partnerships has been completed. Postal consultation period completed with residents of Woodland Grange (see also Barnsley Hall Play Area scheme). Site meeting held 7/3/2006 with a representative of English Partnerships to overcome/agree their boundary/access concerns. Site specific Football Development Plan produced. Site meeting held 7/3/2006 with Football Association representatives to reaffirm support for the scheme with a view to gaining Football Foundation grant. Architect commissioned to design and cost up proposals for changing rooms. The conveyancing process for the land shall dictate the spending profile over 2006/07 or 2007/08. Assumed at this stage that completion will not be this year and therefore approval is requested to carry forward the unspent budget to 2007/08.
Government Grants	Regeneration of two allotment sites (Funded from Government Liveability Fund £16k)	4,000	0	(4,000)	There were meetings with allotment tenants in July to agree the spending priorities to complete this scheme. The scheme will not be complete this year and therefore approval is requested carry forward the unspent budget into 2007/08.
	<b>GRAND TOTALS</b>	<b>3,703,000</b>	<b>1,181,600</b>	<b>(2,233,400)</b>	



ESTIMATES OF UNSPENT BUDGETS REQUIRING CARRY FORWARD TO 2007/08

APPENDIX B

		REVISED CAPITAL BUDGET 2006/07  £	PROJECTED YEAR END EXPENDITURE  £	ESTIMATED BUDGET CARRY FORWARDS TO 2007/08  £	BUDGET HOLDER COMMENTS
<b>Funding</b>	<b>2006/07 Schemes</b>				
<b>Capital Budgets with Carry Forward into 2007/08 already Approved by Executive Cabinet</b>					
Capital Receipts Ring Fenced for Low Cost	Grants to RSL's - Low Cost Housing	160,000		(108,000)	This is a new scheme which is being developed and the full budget will not be spent. On 1st November 2006 Executive Cabinet approved that the unspent resources be carried forward to 2007/08 to supplement next year's limited budget.
Capital Receipts Ring Fenced for Low Cost	Grants to RSL's - General	40,000		(40,000)	This is part of a 3 year rolling programme and a new scheme is currently being developed. As a result the full budget will not be spent in this financial year. On 1st November 2006 Executive Cabinet approved that the unspent resources be carried forward to 2007/08 to supplement next year's limited budget.
Retained Housing Capital Receipts & Section 106	Grants to RSL's - Housing for Rent	285,000		(85,000)	This is a new scheme which is being developed. There will be budget carry forward into 2007/08 depending on how the scheme develops. On 1st November 2006 Executive Cabinet approved that the unspent resources be carried forward to 2007/08 to supplement next year's limited budget.
		485,000	0	(233,000)	

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## BROMSGROVE DISTRICT COUNCIL

### EXECUTIVE CABINET

21 FEBRUARY 2007

#### COUNCIL PLAN 2007-2010 PART 2

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

#### 1. SUMMARY

- 1.1 To agree a high level action plan for the Council's priorities for 2007/2010.
- 1.2 To agree a corporate set of indicators that reflect these priorities and the action plan (which will then be reported on each quarter).
- 1.3 To delegate authority to the Leader of the Council in consultation with the Leader of the Opposition for the final sign off of the published Council Plan

#### 2. RECOMMENDATION

- 2.1 It is recommended that Executive Cabinet:-
  - i. Approve the balanced scorecard for the Council (**Appendix 2**).
  - ii. Approve the Council's high level action plan 2007/2010 (**Appendix 3**).
  - iii. Approves the corporate set of indicators and targets for the next three years (**Appendix 4**).
  - iv. Approve the decision to delegate to the Leader of the Council, in consultation with the Leader of the opposition, the final sign off of the published Council Plan.

#### 3. BACKGROUND

- 3.1 Cabinet approved a vision, four council objectives and ten priorities at its 06 September 2006 meeting:-

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

**Council Objective One: Regeneration** with the Town centre, Longbridge and Housing as its priorities.

**Council Objective Two: Improvement**, with Customer Service, Reputation and Performance as its priorities.

**Council Objective Three: Sense of Community and Well Being**, with Community Influence and Community Events as its priorities.

**Council Objective Four: Environment**, with Clean District and Planning as its priorities.

3.2 Four new values were also agreed:-

- Leadership
- Partnership
- Customer First
- Equality

3.3 These are all set out in a diagram in **Appendix 1**

3.4 In order to turn these ambitions into reality, the Council needs to a number of things:-

Focus Support Service Activity Within The Council On These Priorities

3.3.1 Cabinet held an away day with CMT during September 2006. Cabinet and CMT agreed a set of key deliverables in support of the ten priorities identified. There was not sufficient time on the day to assess all the support service activity required to help us deliver our priorities; however, Corporate Management Team have considered this issue and **Appendix 2**, sets out a balanced scorecard for the Council, with the ten Council priorities in the customer perspective, supported by a range of priorities for each of the other three perspectives: financial, process and human resources and organisational development.

Convert The Priorities Into A Measurable Set of Outcomes and Activities

3.3.2 A key aspect of the Audit Commission's Comprehensive Performance Assessment model is the ability of councils to convert ambition from aspiration into reality. **Appendix 3** sets out a Specific Measurable Agreed, Realistic and Time bound (SMART) high level Council action plan that identifies the outcomes we are trying to achieve for each key deliverable, how we will know that we are progressing towards these outcomes, projects and resources in support of the outcomes, when we expect to deliver them and who is responsible.

Establish A System For Measuring Progress

3.3.3 Cabinet will also be aware of axiom "what gets measured gets done". On this basis, the Council Plan will need further detail in order for Cabinet to oversee progress. The key to this will be the development of our next detailed Improvement Plan which will be based on the Council Plan. This work is due to take place between March and June 2007. Besides measuring progress on projects Cabinet will also need to monitor progress on key indicators that relate to our priorities. These are set out in **Appendix 4**. As per previous discussions, this

is the proposed set of indicators which Cabinet and PMB will receive progress reports on during 2007/08.

#### Link These Activities To Financial Planning To Ensure They Are Appropriately Resourced

- 3.3.4 Another key part of the Audit Commission's CPA model is whether councils have sufficient capacity to realise their ambitions and priorities. There are many aspects to this, but the key for Bromsgrove is ensuring the budget follows the priorities and key deliverables of the Council Plan. The Medium Term Financial Plan is on the agenda as a separate item. The budget bids and savings received from Heads of Service have been ranked according to their contribution to the Council's priorities. An extract of the Medium Term Financial Plan will be incorporated into the final published version of the Council Plan.

#### Communicate These Priorities And Actions To Our Staff And Partners

- 3.3.5 In order for the Council to maximise its chances of achieving its ambitions, it is important that both our staff and partners are pulling in the same direction. The Council Plan is supported by business plans which in turn include team action plans for each service. Every member of staff also receives an annual Personal Development Review. Through these mechanisms staff should understand the Council's priorities and their contribution.
- 3.3.6 The Council did consult its key partners in the development of the Council Plan, but has an action in the Improvement Plan to feedback to them, in order to continue the dialogue. The next meeting of the Local Strategic Partnership (LSP) Board is on the 01 March 2007. The intention is to report the Council Plan to this meeting. There is a significant cross over between the LSP's priorities and the Council's, with Longbridge, the town centre and housing all being priorities for the LSP.

#### Communicate These Priorities And Actions To Our Residents

- 3.3.7 It is important that we communicate to our residents what our priorities are and why. The Council has agreed to fund four editions of "Council Chat". The intention is to refer each article our Council objectives and priorities. Similarly, we intend to do so with our press releases where appropriate.
- 3.4 The attached are the key aspects of the Council Plan. It will need some additional information before it can be published e.g. an introduction from the Leader, some contextual information, information on the Local Area Agreement, links to key documents and an explanation of the Council's performance management arrangements. Cabinet and Full Council are asked to delegate this to the Leader of the Council in consultation with the Leader of the Opposition.

#### **4. Financial Implications**

- 4.1 As set out in the Medium Term Financial Plan.

#### **5. Legal Implications**

- 5.1 There are no legal implications to this report.

## **6. Corporate Objectives**

- 6.1 The existing corporate objectives are expanded on through the development of the Council Plan.

## **7. Risk Management**

- 7.1 The Council Plan will be supported by the Council's strategic risk register..

## **8. Other Sub Headings**

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

<b>Procurement Issues</b> A number of the strategic actions have procurement issues. These include; a possible leisure trust, market testing services, shared services and a preferred partner for the town centre.
<b>Personnel Implications</b> The HR&OD perspective details the HR&OD strategic support activities to deliver the Council Plan 2007/2010.
<b>Governance/Performance Management Considerations</b> The report outlines arrangements for performance managing the Council Plan. Improved Governance is considered a key process development (see PR2).
<b>Community Safety Considerations</b> Community Safety is not a stated priority for improvement by the Council; however, the Council will continue to support the work of the Crime and Disorder Reduction Partnership.
<b>Policy Considerations</b> The Council Plan takes account of the recent White Paper and the Council Plan Part 1 referred to a range of policy documents. As the Council comes out of recovery it will have more opportunity to consider longer term policy outcomes.
<b>Environmental Considerations</b> See CP9 and CP10 in Appendices 2 and 3.
<b>Equalities Implications</b> See CP4 and CP7 in Appendices 2 and 3.

## **Background Papers**

1. Cabinet Report, Council Plan 2007/2010 Part 1, Bromsgrove District Council (September 2006).

## **Contact officer**

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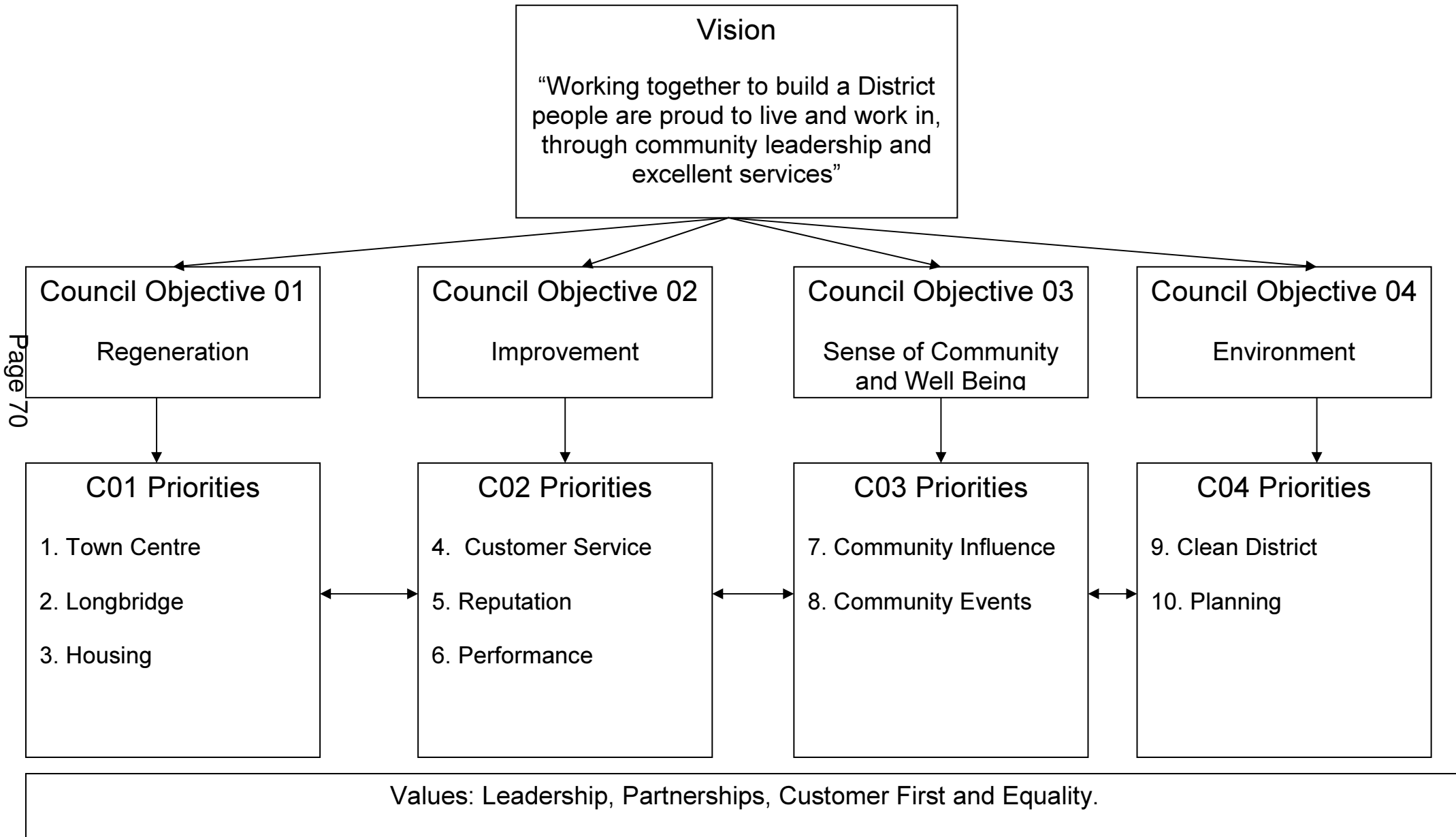
Tel: (01527) 881430

**NOTE**

Reports should be page numbered as follows  
Agenda item number/page number (e.g. 8/1)

(revised Feb 06)

**Table 1 – How It All Fits Together**





## Appendix 2 - Council Balanced Scorecard

The Council has a Vision, but we know that in order to translate this ambition into reality it is critical that we set ourselves priorities and that these are specific, measurable, agreed, realistic and targeted (SMART).

<b>CUSTOMER PERSPECTIVE (CP)</b>	<b>Town Centre (CP1)</b>	<b>Longbridge (CP2)</b>	<b>Housing (CP3)</b>	<b>Customer Service (CP4)</b>	<b>Reputation (CP5)</b>
	<b>Performance (CP6)</b>	<b>Community Influence (CP7)</b>	<b>Community Events (CP8)</b>	<b>Clean District (CP9)</b>	<b>Planning (CP10)</b>
<b>FINANCIAL PERSPECTIVE (FP)</b>	<b>Value for Money (FP1)</b>	<b>Financial Management (FP2)</b>	<b>Financial Strategy (FP3)</b>	<b>Financial Reporting (FP4)</b>	
<b>PROCESS PERSPECTIVE (PR)</b>	<b>Customer Processes (PR1)</b>	<b>Improved Governance (PR2)</b>	<b>Spatial Business Project (PR3)</b>	<b>Improved Partnership Working (PR4)</b>	

<b>HUMAN RESOURCE AND ORGANISATIONAL DEVELOPMENT PERSPECTIVE (HROD)</b>	<b>Learning and Development (HROD1)</b>	<b>Human Resource Modernisation (HROD2)</b>	<b>Positive Employee Climate (HROD3)</b>	<b>Performance Culture (HROD4)</b>
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### Appendix 3 – Council Plan 2007/10 Strategic Action Plan

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Town Centre (CP1)	Regenerate Bromsgrove Town Centre	Public Support for Plans	Area Action Plan Developed	Town Centre Project Plan.	31 March 2008	Project Manager and Marketing Manager (2007/08 Budget)  Recruitment of Consultants (2007/08 Budget)  Procure Preferred Partner	Leader of the Council Roger Hollingworth
		Work Commenced	Public (and trader) Consultation on Plans	Marketing Plan	30 September 2007		
					31 October 2007		

<b>Priority</b>	<b>Key Deliverable</b>	<b>Outcome Measure</b>	<b>How Do We Know We Are Getting There?</b>	<b>Project/Action</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Member</b>
Longbridge (CP2)	Creation of Employment Opportunities	10,000 Jobs (over 10 year period)	Agreement of Bromsgrove District Council Area Action Plan	Agreement of Preferred Option Examination in Public	31 May 2007 2008/09	Approved Budget Planning Team	Leader of the Council Roger Hollingworth
	Creation of Mixed Housing Provision	500-700 Houses  > 50% to be affordable housing	Agreement of Bromsgrove District Council Area Action Plan	Agreement of Preferred Option Examination in Public	31 May 2007 2008/09	Approved Budget Planning Team	Portfolio Holder for Housing and Environment Peter Whittaker
	Community Facilities	Appropriate community facilities to provide sense of community for new residents	Agreement of Area Action Plans by both planning authorities	Agreement of Preferred Option Examination in Public	31 May 2007 2008/09	Approved Budget Planning Team	Portfolio Holder for Culture and Community Services Brian Fuller

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Housing (CP3)	Delivery of Affordable Housing Target (Housing Strategy)	240 units of affordable housing built	80 units per year.	Support applications for affordable housing on Areas of Development Restraint.	On-going	Planning Team	Portfolio Holder for Planning and Regeneration Gill Dyer
				Approval of Regional Spatial Strategy	31 December 2007	Planning Team	
				Use of existing public sector sites e.g. Council House	Year 2 Local Area Agreement Target (2007/08 to 2008/09)	Planning Team Facilities Management Group Asset Management Strategy	Portfolio Holder for Finance Rita Taylor
	Modernised Strategic Housing Service	2 Star (with Promising Prospects for Improvement Inspection	Quarterly Review of Strategic Housing Action Plan	Delivery of Strategic Housing Action Plan	31 December 2007	Strategic Housing Team	Portfolio Holder for Housing and Environment Peter Whittaker

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Customer Service (CP04)	Overall Customer Satisfaction with Council	2010 Best Value Satisfaction Survey	Annual Customer Panel Survey	Customer Panel Contract	Contract Let.	Approved Budget	Deputy Leader of the Council June Griffiths
			Delivery of Customer Standards	Development of Customer Standards and Publication on Council Website	31 December 2007	Service Business Plans	Every Portfolio Holder
			Improvements to performance indicators that drive customer perception	Development of Corporate Indicators Set	01 April 2007 (and review each year)	Service Business Plans Linked to Budget Process	Every Portfolio Holder
			?	Review of Access Channels	?	?	?

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Customer Satisfaction with the Customer Service Centre	2010 Best Value Satisfaction Survey	Annual Customer Panel Survey  Quarterly Telephone Survey  A5 Feedback Sheets  Improvements to Performance Indicators that Drive Customer Perception  Delivery of Customer Peer Review Action Plan	Customer Panel Contract  Customer Service Centre Team Plan  Customer Service Centre Team Plan  Development of Corporate Indicators Set  I&DeA Customer Service Peer Review	Contact Let  Every quarter 2007-2010  Every quarter 2007-2010  01 April 2007 (and review each year)  ?	Approved Budget  Customer Service Centre Staff  Customer Service Centre Staff Service Business Plan linked to budget process  E-Government and Customer Service Department	Deputy Leader of the Council June Griffiths

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Customer Satisfaction of Minority Groups with the Council	Annual Satisfaction Survey of the Equalities Forum	Quarterly Feedback from Equalities Forum (minutes to CMT)	Track Council Responses to Issues Raised through Annual Report.	31 March 2008 (and each subsequent year)	Equalities Assistant Capacity Building Funding	Leader of the Council Roger Hollingworth
	Satisfaction of People with Disabilities	Annual Satisfaction Survey of Disabled User's Group	Quarterly Feedback from Disabled User's Group Meeting (minutes to CMT)	Track Council Responses to Issues Raised through Annual Report.	31 March 2008 (and each subsequent year)	Equalities Assistant Capacity Building Funding	Leader of the Council Roger Hollingworth
Reputation (CP5)	External Accreditation	Fair CPA Rating  5 Charter Marks	See CP6  5 Teams selected and Action Plans Developed.	See CP6  Development of Internal Customer Audit	See CP6  31 March 2010	See CP6  Customer First Officer	See CP6  Deputy Leader of the Council June Griffiths



Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Positive Media Coverage	% of Positive Press Articles and reduction in reactive press releases.	Weekly Report to CMT on press coverage	Corporate Communications Plan	On-going	Communications and Customer First Manager	Deputy Leader of the Council June Griffiths
		% of residents who understand what the Council is trying to achieve.	% of Residents who Remember Seeing Council Chat	4 x Council Chats Per Annum	On-going	Communications and Customer First Manager	
			% of Press Coverage that Refers to Priorities	Corporate Communications Plan	On-going	Communications and Customer First Manager	
	Brand Recognition	% of residents who recognise Council Brand.	Delivery of Brand Action Plan.	Development of Style Guide.	2007/08	Graphic Designer Post (2008/09 Budget Bid)	Deputy Leader of the Council June Griffiths

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Performance (CP6)	Overall Basket of PIs Comparable to Excellent rated Council	75% of BVPIs above the median.	Annual Council Report	Service Business Plans	31 March 2009	DMTs	Leader of the Council Roger Hollingworth
		90% of PIs On Target or Within 10%	Annual Council Report	Monthly Reporting of Corporate Performance Indicators Service Business Plans	31 March 2009	Performance Plus Officers and Corporate Performance Team DMTs	
				Monthly Reporting of Corporate Performance Indicators		Performance Plus Officers and Corporate Performance Team	
	Improved CPA Rating	Fair Rating	Annual Direction of Travel Report by Audit Commission	Improvement Plan (Reviewed Annually)	31 March 2009	Approved Budget (£350,000 funded from Reserves).	Leader of the Council Roger Hollingworth
	Improved Benefits Service	DWP Standard Level 3 Service	Quarterly Reports on Progress	Benefits Inspection Action Plan	31 March 2008	Additional Staff Funded through Approved Budget	Portfolio Holder for Finance Rita Taylor

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Use of Resources	Level 3	Annual External Audit Assessment	Use of Resources Action Plan	31 March 2009	Financial Services Department	Portfolio Holder for Finance Rita Taylor
Community Influence (CP7)	Neighbourhood Management	% Increase in Public's Ability to Influence Council	<p>Delivery of local improvements through:-</p> <p>Roll Out of Area Committees</p> <p>PACT Meetings</p> <p>Neighbourhood Wardens</p>	<p>Evaluation of Two Pilots</p> <p>CDRP Tasking Meetings</p> <p>% of time walking the beat.</p>	<p>30 September 2008</p> <p>On-going</p> <p>On-going</p>	<p>Approved Budget</p> <p>Members, Senior Officers and Community Safety Team</p> <p>Mainstream Funding 2008/09?</p>	<p>Roger Hollingworth Leader of the Council</p> <p>Portfolio Holder for Culture and Community Services Brian Fuller</p> <p>Portfolio Holder for Culture and Community Services Brian Fuller</p>

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Equalities	% Increase in Minority Group's Ability to Influence Council  % Increase in Minorities Positive Perception of Council *	Local Government Equalities Standard (BV2a) Level 3	Equalities Action Plan	31 March 2010	Capacity Building Fund	Leader of the Council Roger Hollingworth

\* note: this also directly contributes to Council Priority 5 Reputation

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Community Events (CP8)	Popularity of Events Programme	% Satisfaction with Overall Cultural Offer (2010 BV Satisfaction Survey)	Annual Customer Panel Survey  2% per Annum Growth in Participation Rates.	Review of Current Cultural Offer	30 September 2007	2008/09 Budget  Possible Budget Realignment	Portfolio Holder for Culture and Community Services Brian Fuller
		% Resident's Satisfaction with Artrix	Increased Usage Figures for Atrix.	Increase Influence on Artrix Board	30 September 2007	Review Funding Agreement	
	Support for 3 <sup>rd</sup> Parties	% increase in voluntary sector community events	Baseline amount of activity.  Number of Event Packs Requested.	Develop Event Packs which help Public Set Up and Run Events	In-house review during 2007/08	Possible 2008/09 Budget Bid	Portfolio Holder for Culture and Community Services Brian Fuller
	Improved Historical Offer	% Satisfaction with Overall Historical Offer in District	Increased Numbers Viewing Bromsgrove Collection	Review of Access, Management and Location of Museum	31 December 2007	Culture and Communities Department	Portfolio Holder for Culture and Community Services Brian Fuller

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Clean District (CP9)	Reduce Levels of Unacceptable Detritus	Top Quartile BV199a-d	Annual Targets (see Appendix 4)	Programmed Clean according to Environmental Protection Act	On-going.	Approved Budget	Portfolio Holder for Streetscene and Recycling
				Development of fast response squad for detritus issues.	01 December 2007	Approved Budget	
				Gradual Increase in Enforcement Activity.	Start from 01 April 2008	2008/09 Budget Bid	
	Improved Customer Perception of Cleanliness	% Public Satisfaction with Cleanliness of District (BV Satisfaction Survey 2010)	Annual Customer Panel Survey Delivery of Customer Standards	Customer Panel Contract  Development of Customer Standards and publication on Council website	Contact Let  31 December 2007	Approved Budget  Service Business Plans	Portfolio Holder for Streetscene and Recycling

<b>Priority</b>	<b>Key Deliverable</b>	<b>Outcome Measure</b>	<b>How Do We Know We Are Getting There?</b>	<b>Project/Action</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Member</b>
Planning (CP10)	Maintain Green Belt	90% Green Belt Maintained	Enforcement  Number of Appeals Upheld	Consistency of Decision-Making  Use of Government Guidelines  Informed Planning Committee	On-going	Partially Grant Funded. Revenue Implications to be Kept Under Review	Portfolio Holder for Planning and Regeneration Gill Dyer
	Speed of Process Planning Applications	Top Quartile BV109 a-c (see Appendix 4)	Annual Targets (see Appendix 4)	Recruitment and Retention of staff (workforce planning)	31 December 2007	Partially Grant Funded. Revenue Implications to be Kept Under Review	Portfolio Holder for Planning and Regeneration Gill Dyer
	Rolling Vision of District	Local Development Scheme (LDS)	LDS on target timescale	Delivery of LDS timetable	As per timetable	Development Control	Portfolio Holder for Planning and Regeneration Gill Dyer

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Value for Money (FP1)	Delivery of Agreed Savings	Cashable Savings as per Medium Term Financial Strategy	Quarterly Updates on VFM Action Plans	VFM Strategy	31 March 2010	Procurement Manager  Additional Resource Maybe Required	Portfolio Holder for Finance Rita Taylor
	Corporate Restructure	Fit for Purpose Management Structure	Savings/New Arrangements Reflected in Financial Strategy	Complete Review and Develop Action Plan	31 March 2009 (new structure in place)	CMT and HR&OD Department	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
	Alternative Methods of Service Delivery *	Cashable Savings and Improved Services	Completion of Project Plans	Development of Project Plans Based on VFM Assessments by Departments	31 March 2010	Procurement Manager  Additional Resource Maybe Required	Portfolio Holder for Finance Rita Taylor



Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	VFM Ratings	75% of Services Scoring 2 or Above	Quarterly Updates on VFM Action Plans	VFM Strategy	31 March 2010	Procurement Manager  Additional Resource Maybe Required	Portfolio Holder for Finance Rita Taylor

\*note:- this will include re-visiting the shared services agenda.

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Financial Management (FP2)	Financial Management	Budget to Profile Throughout Year	Quarterly Reporting of Budget to Actual to Cabinet	Monthly Budget Reports to Cost Centre Managers	On-going	Service Accountants	Portfolio Holder for Finance Rita Taylor
	Integrated Financial and Performance	Budget Aligned to Priorities  Corrective Actions based on Integrated Information	Quarterly Integrated Reports to Cabinet and PMB	Integrated Financial and Performance Management Timetable	On-going	Head of Financial Services and Assistant Chief Executive	Roger Hollingworth Leader of the Council

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Improved Asset Management	Re-Configured Property Stock that Matches Council Priorities (including decision on future of Council House)	Asset Management Plan on target	Development of Property Register  Stock Assessed Against Corporate Priorities	?	Facilities Management Group	Portfolio Holder for Finance Rita Taylor
Financial Strategy (FP3)	Treasury Management	% Return on Investment  Borrow at an Appropriate Level	Quarterly Monitoring  Deliver Treasury Management Strategy	Market Test Delivery of Function  Annual Review	31 March 2008  31 March 2008 (Annual)	Procurement Team  Financial Services Department	Portfolio Holder for Finance Rita Taylor
	External Funding	Delivery of Grant Funded Projects to Specification	Grant Income Obtained	Investigate Other Council's Approach.	31 December 2007	2008/09 Business Case	Portfolio Holder for Finance Rita Taylor

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Financial Strategy	Clear Business Model for Council	External Audit Validation	Use of Resources Action Plan	28 February 2008	Financial Services Department	Portfolio Holder for Finance Rita Taylor
	Risk Management	Risks Successfully Managed	Quarterly Review of Corporate Risk Register	Risk Management Strategy Action Plan	On-going.	Internal Audit	Rita Taylor Portfolio Holder for Finance
Financial Reporting (FP4)	Budget Consultation	% of Residents Who Understand the Choices the Council has to Make	Annual Customer Panel Questions  Hits on Website Letters Received	Development of High Profile Method of Explaining Budget and Enabling Public Feedback	31 December 2007	Corporate Communications and Customer First Manager	Rita Taylor Portfolio Holder for Finance

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Integrated Annual Report	% of residents who remember receiving the Council's Annual Report	Positive Feedback from Audit Commission	Production of Single Council Annual Report  Condensed Version Produced for July "Council Chat"  Verbal Report to July LSP Stakeholders Meeting	30 June 2007  31 July 2007  31 July 2007	Financial Services Department and Corporate Communications, Policy and Performance Team	Rita Taylor Portfolio Holder for Finance and Leader of the Council
Customer Processes (PR1)	Customer Feedback System	% of Complaints Referred to Ombudsman  % of Compliments	% of Complaints Resolved	Implementation of Customer Feedback System  Evaluation of System	31 May 2007  31 March 2008	Approved Budget  E-Government and Customer Services Department	Deputy Leader of the Council June Griffiths

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Customer Service Centre	Reduced Demand Through Improved Service Delivery	Increased Website Usage Increased Automated Payments  Speed of Answering Customer Calls	Re-engineering of Customer Processes Roll Out of Resource Level Agreements	31 March 2008	E-Government and Customer Services Department	Deputy Leader of the Council June Griffiths
	Improved Telephony	% of Customers Satisfied With Telephone Service	New Protocol and Arrangements In Place	Telephony Review	31 December 2007	E-Government and Customer Services Department And Legal and Democratic Services Department	Deputy Leader of the Council June Griffiths

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Improved Governance (PR2)	Overview and Scrutiny	Policy Changes As A Result of Scrutiny	Better Reports	Ethical Governance Review and Toolkit	31 March 2008	Legal and Democratic Services Department	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
			Pre-Check and Presentation by Portfolio Holder	Scrutiny Training Programme	30 September 2008	HR&OD Department	
	Member Standards	Reduction in Cases Reported	Issuing of Guidance and Training Based on Identified Issues	Standards Committee	31 March 2008	Legal and Democratic Services Department	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
	Member/Member, Member/Office Relations	% of Members and Officers Who Feel Climate is Appropriate	Annual Member/Officer Survey	Customer Panel Contract	30 April 2007	Approved Budget	Deputy Leader of the Council June Griffiths

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Elections	Election Delivered to Statutory Standards	Election Action Plan	Pickwick Election System Installed and Operational	05 May 2006	Approved Budget	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
Spatial Business Project (PR3)	Speed of Processing Customer Queries  Accuracy of Council Data	New and Better Customer Standards  Less Complaints Caused by Poor Data	Delivery of Implementation Plan	On-target with Implementation Plan	30 April 2008	Approved Budget  Contract with MDA  £300,000 Annual Saving	Deputy Leader of the Council June Griffiths

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Improved Partnership Working (PR4)	Introduce Co-Mingled Recyclables Collection	£0.5m Annual Saving  Reduced Number of Operator Accidents	New Collection Starts in March 2009	Planning Approval for Co-Mingled Site	31 March 2007	Wyachvon Council	Portfolio Holder for Streetscene and Recycling Margaret Sherry
				Construction of Site	31 October 2008	County Council	
				Redesign of Routes/Purchase of Vehicles	31 March 2009	Approved Budget	
	Local Area Agreement 2006-2009	35 Outcome Measures	Six monthly Reporting by Worcestershire LSP	Re-refresh of Bromsgrove Community Plan	31 March 2007	See Appendix 4	Leader of the Council Roger Hollingworth
	Leisure Trust	% Satisfaction with Leisure Centre Offer	Usage Numbers  Surveys of Users	Transfer of Centres to Leisure Trust	31 October 2007	External Legal Support	Portfolio Holder for Culture and Community Services Brian Fuller



Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Learning and Development (HR&OD1)	Member Development	Evaluation of Modern Councillor Programme Against Agreed Criteria	Completion of Modern Councillor Programme	Training Needs Analysis  Delivery of Mandatory and Priority Elements  Induction of New Councillors	31 July 2007  31 December 2007  30 September 2007	Member Training Approved Budget  Capacity Building Fund	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
	Management Development Strategy	Improvements in 5 Determinants of Job Satisfaction (Employee Survey)  IIP Report	Completion of Mandatory Element of Training  All Managers Have Personal and Skills Development Plans in Place	Training Directory Established  Modern Manager Skills Audit Completed	On-going  30 April 2007 (annually)	Approved Corporate Training Budget  All Managers	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Investors in People (IIP) Accreditation	IIP Re-accreditation Achieved	IIP Action Plan on target.	IIP Action Plan	30 September 2007	Named Individuals in Plan	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
HR Modernisation (HR&OD2)	Workforce Planning	Alignment of People to Service Objectives	Service Workforce Plans Reviewed by HR&OD	Development of Service Workforce Plans	30 September 2007 (plans reviewed every two years)	Approved Corporate Training Budget  Service Managers	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
	Single Status	Equal Pay for Equal Work	Proposed New Pay Structure and Terms and Conditions Developed	Single Status Action Plan	30 April 2008	Approved Single Status Budget  WMLGA  Trade Unions	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Policy Development	Consistency in People Management (Employee Survey)	Fewer Grievances Fewer Complaints	Delivery of People Strategy (timetable for Review of Core Policies)	31 March 2008	Human Resources and Organisational Development Team	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
Positive Employee Climate (HR&OD3)	Employee Satisfaction	Improvements in 5 Determinants of Job Satisfaction (Employee Survey) IIP Report	IIP Re-accreditation. Staff Forums	IIP Action Plan Develop Satisfaction Measuring at Forums	31 July 2007 30 April 2007	HR&OD Department	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Recruitment and Retention	Increase in Successful Recruitment at First Attempt	Increase in Applications	Revision of Advertising Image and Forms	In Place	Human Resources and Organisational Development Team	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
		Workforce More Representative of Population	Increase in Applications	Management Reports on Nature of Applicants	In Place		
		Reduced Turnover	% of Staff Who Have Applied for Job Outside of the Council in Last Year (Employee Survey)	People Strategy and Management Development Strategy	31 March 2008 31 March 2009		

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Industrial Relations	No Industrial Action	Climate Questionnaire to Union Liaison Group	Monthly Meeting with Unions Attended by Senior Managers  Develop New Modernised Mechanism for Employee Consultation  Annual Review	On-going  31 July 2007	Human Resources and Organisational Development Team	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
Performance Culture (HR&OD4)	Personal Development Review Process	% of Staff Who Understand What They Are Contributing to Council Objectives	100% of PDRs completed.	PDR Timetable  Annual Review of PDR Process	30 April 2007  30 September 2007	HR&OD Department	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Capability Procedure	Reduction in Number of Industrial Tribunals  Number of Capability Cases Per Annum	% of Staff in Capability  Requests for Advice and Support from Managers	Capability Procedure Training  Review of Policy	On-going.  2008/09	HR&OD Department	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
	Team Action Planning	% of Staff Who Understand What Their Team's Are Contributing to Council Objectives	100% Team Action Plans Completed	Business Planning Training for DMTs  Annual Review of Business Planning.	31 October 2007  31 July 2007	Corporate Communications, Policy and Performance Team	Leader of the Council Roger Hollingworth
	Development of Core Competencies for all Staff	% of Staff Meeting Core Competencies	% of Employees Who Understand What is Expected	Development of Launch of Core Competencies (linked to PDRs)	Date Subject to Review by CMT	HR&OD Department	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer

## Appendix 4 – Council Plan Performance Indicators

PI Ref	PI Description	HoS	Reporting	2006/07 Est. Outturn	2005/06 District median	2007/08 Target	2008/09 Target	2009/10 Target	CO and CP Ref.
<b>Leader's Portfolio</b>									
LPI CCPP1	Percentage of press articles which enhance our reputation (%)	HB	Monthly	85	n/a	80	80	80	CO2/CP5
<b>Spatial Strategy and Customer Care Portfolio</b>									
LPI EGCS1	Percentage of helpdesk calls closed within timescales (%)	DP	Monthly	82.5	n/a	86	88	90	CO2/CP4
LPI EGCS2	Resolution at first point of contact all service streams (%)	DP	Monthly	80	n/a	85	87	90	CO2/CP4
LPI EGCS3	Average speed of answer (seconds)	DP	Monthly	20	n/a	20	17	15	CO2/CP4
LPI EGCS4	Percentage of calls answered (%)	DP	Monthly	70	n/a	80	83	85	CO2/CP4
LPI EGCS5	Complaints resolved <sup>see note 1</sup>	DP	Monthly	See note 1	See note 1	See note 1	See note 1	See note 1	CO2/CP4
<b>Street Scene and Recycling portfolio</b>									
BV 82ai	Percentage of household waste recycled	MB	Monthly	21.12	18.15	21.5	21.55	22	CO4/CP9
BV82bi	Percentage of household waste that has been composted	MB	Monthly	22.0	8.29	19.6	19.6	19.6	CO4/CP9
BV199a	Proportion of land & highways assessed as having unacceptable levels of litter and detritus	MB	Every 4 Months	20	12	17	15	13	CO4/CP9

PI Ref	PI Description	HoS	Reporting	2006/07 Est. Outturn	2005/06 District median	2007/08 Target	2008/09 Target	2009/10 Target	CO and CP Ref.
BV218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	MB	Monthly	95	87	95	95	95	CO4/CP9
BV218b	The percentage of abandoned vehicles removed within 24 hours of legal entitlement	MB	Monthly	95	77.5	95	95	95	CO4/CP9
LPI SSWM1	Percentage of animal/debris cleared within timescales	MB	Monthly	97	n/a	97	97	97	CO4/CP9
LPI SSWM2	Percentage of fly tips dealt within 4 day response time	MB	Monthly	96	n/a	97	97	97	CO4/CP9
LPI SSWM3	Number of missed household waste collections	MB	Monthly	1,509	n/a	1,600	1,550	1,500	CO4/CP9
LPI SSWM4	Number of missed recycle waste collections	MB	Monthly	640	n/a	800	775	750	CO4/CP9
LPI SSWM5	Number of written complaints (all Departments within SS&WM)	MB	Monthly	296	n/a	250	240	230	CO2/CP4
LPI SSWM6	Percentage of responses to Excess Charge appeals in 10 days	MB	Monthly	75	n/a	95	95	95	CO2/CP6
<b>Housing and Environment Portfolio</b>									
LPI PE1	Number of units of affordable housing delivered	DH	Quarterly	n/a	n/a	80	80	80	CO1/CP3
LPI PE2	Number of family units in temporary accommodation	DH	Monthly	n/a	n/a	50	42	36	CO1/CP3



PI Ref	PI Description	HoS	Reporting	2006/07 Est. Outturn	2005/06 District median	2007/08 Target	2008/09 Target	2009/10 Target	CO and CP Ref.
<b>Culture and Community Services portfolio</b>									
BV126	Number of domestic burglaries per month	RH	Monthly	12.4	7.4	see note 2	see note 2	see note 2	CO3/CP7
BV127a	Number of violent crimes per month	RH	Monthly	13.1	14.5	see note 2	see note 2	see note 2	CO3/CP7
BV127b	Number of robberies per month	RH	Monthly	0.6	0.3	see note 2	see note 2	see note 2	CO3/CP7
BV128	Number of vehicle crimes per month	RH	Monthly	10.2	8.3	see note 2	see note 2	see note 2	CO3/CP7
LPI CCS1	Number of usages of Sports centres	RH	Monthly	764,520	n/a	621,600	634,000	646,700	CO3/CP8
LPI CCS2	Attendance at arts/community events	RH	Monthly	18,500	n/a	23,000	24,000	25,000	CO3/CP8
LPI CCS 3	Emergency call responses in 30 seconds (percentage)	RH	Quarterly	90	n/a	90	90	90	CO2/CP6
<b>Finance portfolio</b>									
BV 78a	Average number of days for processing new claims	JLP	Monthly	35	31	28	25	25	CO2/CP6
BV 78b	Average number of days for processing changes in circumstances	JLP	Monthly	10	11.9	9	8	8	CO2/CP6
BV 79a	Percentage of cases for which the amount of benefit due was calculated properly	JLP	Quarterly	95	98	99	99	99	CO2/CP6
BV 79bii	Percentage of recoverable HB (all years outstanding) overpayments recovered	JLP	Monthly	20	34.11	30	30	30	CO2/CP6

PI Ref	PI Description	HoS	Reporting	2006/07 Est. Outturn	2005/06 District median	2007/08 Target	2008/09 Target	2009/10 Target	CO and CP Ref.
BV 8	Percentage of invoices paid on time	JLP	Monthly	95	95	97	98	98	CO2/CP6
BV 9	Percentage of council tax collected	JLP	Monthly	98.8	98.11	98.8	98.5	98.5	CO2/CP6
BV 10	Percentage of Non-Domestic rates collected	JLP	Monthly	98.8	99	98.8	98.5	98.5	CO2/CP6
<b>Planning and Regeneration portfolio</b>									
BV109a	Percentage of major planning applications determined within 13 weeks	DH	Monthly	55	66.67	60	65	65	CO4/ CP10
BV 109b	Percentage of minor planning applications determined within 8 weeks	DH	Monthly	80	74.01	65	80	83	CO4/ CP10
BV109c	Percentage of other planning applications determined within 8 weeks	DH	Monthly	89	66.67	80	90	90	CO4/ CP10
BV 204	Percentage of planning appeals allowed	DH	Monthly	36	29	33	32	32	CO4/ CP10
LPI PE3	Score on building control performance matrix	DH	Quarterly	75	n/a	75	75	75	CO4/ CP10
LPI PE4	Number of small business start ups	DH	Quarterly	38	n/a	38	38	38	CO1
LPI PE5	Business survival rate (percentage)	DH	Annual	75	n/a	75	75	75	CO1

Human Resources, Legal and Democratic Services Portfolio									
BV174	Number of racial incidents reported per '000 population <sup>see note 3</sup>	CF	Monthly	0	n/a <sup>3</sup>	n/a <sup>3</sup>	n/a <sup>3</sup>	n/a	CO3/CP7
BV175	Percentage of those racial incidents which have resulted in further action	CF	Monthly	100	100	100	100	100	CO3/CP7
BV11a	Percentage of top 5% of earners who are women	JP	Six monthly	22.7	25	25	25	27	CO2/5
BV11b	Percentage of top 5% of earners from minority ethnic communities	JP	Six monthly	0	0	2	2.2	2.3	CO2/5
BV11c	Percentage of top 5% of earners with a disability	JP	Six monthly	0	2.09	2	2.2	2.3	CO2/5
BV12	Average number of working days lost due to sickness	JP	Monthly	10.73	9.54	9	8.75	8.5	CO2/CP6
BV14	Percentage of employees retiring early (excluding ill-health)	JP	Quarterly	0.29	0.40	0.8	0.5	.05	CO2/CP6
BV15	Percentage of employees retiring on the grounds of ill-health	JP	Quarterly	0	0.25	0.2	0.2	0.2	CO2/CP6
BV16a	Percentage of employees with a disability	JP	Quarterly	2	3.11	1.8	2.5	2.5	CO2/5
BV17a	Percentage of employees from minority ethnic communities	JP	Quarterly	0.98	1.4	2	2.5	2.5	CO2/5
LPI HR1	Percentage of staff appraisals undertaken	JP	Monthly <sup>4</sup>	99	n/a	100 <sup>note 4</sup>	100 <sup>note 4</sup>	100 <sup>note 4</sup>	CO2/CP6
LPI HR2	Percentage of posts vacant	JP	Monthly	n/a	n/a	4	4	4	CO2/CP6

Notes

- 1 A new local PI will be developed to measure how effectively we deal with complaints. The business processes for this are not yet fully developed; an IT system is currently being purchased. It is anticipated that this PI will be implemented during quarter 1 of 2007/08
- 2 Targets for crime PI's are currently under negotiation with the Police.
- 3 BVPI 74 is used to set the context for BV175, rather than measure performance in itself, hence there are no targets for this PI.
- 4 Staff appraisals take place each year between February and April and performance will be monitored over that period each year. Thus the 2007/08 target is for appraisals due to take place between January 2008 and April 2008.

BROMSGROVE DISTRICT COUNCIL

21 FEBRUARY 2007

EXECUTIVE CABINET

**COMPREHENSIVE PERFORMANCE ASSESSMENT (CPA)**

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

**1. SUMMARY**

- 1.1 To provide Executive Cabinet with the Council's CPA self assessment and provide an update on the CPA process.

**2. RECOMMENDATIONS**

- 2.1 That Cabinet considers the CPA self assessment (Appendix 1).
- 2.2 That the Cabinet considers the assessment, in particular, the contextual information, the summary paragraph at the start of each key line of enquiry and the conclusions. That Cabinet considers the findings in the self assessment and takes these into account when considering future priorities.
- 2.3 That the Board is briefed at the meeting by a member of the Strategic Management Team on the forthcoming inspection.

**3. BACKGROUND**

- 3.1 The Council completed its CPA self assessment on the 22 January. The Council wishes to use the CPA process to validate its Improvement Plan and to identify further areas for development through 2007/08 and beyond. The self assessment is written against five lines of enquiry: ambition, prioritisation, capacity, performance management and achievement/improvement. Each key line of enquiry has a detailed set of descriptors. These can be found on the Council's Internet site at: [http://bromsgrove.whub.org.uk/home/cpa\\_kloes\\_july\\_2006.pdf](http://bromsgrove.whub.org.uk/home/cpa_kloes_july_2006.pdf) The descriptors represent best practice.

**4. REPORT**

4.1 The CPA inspectors will be on site from the 26 February to the 02 March. The self assessment is a key document for the inspectors. Good local authorities do not use the self assessment document solely as a means to impress the inspectors, but also to reflect on progress and issues that remain to be tackled. The self assessment provides a wealth of information about the District and the Council; as a result it provides Cabinet with a useful overview document with which to consider issues the District and the Council face. For example, the context section notes a decrease in the number of VAT registrations in the District. The same section also details some interesting statistics about the Districts population, for example, the percentage of frail elderly. Both issues may need to feature in future plans and budget decisions.

4.2 Members will be interviewed during the CPA site visit. The Council is keen not to spin this process and wants to be open about its progress and outstanding issues, nevertheless, most interviewees appreciate a briefing on the process. A member of SMT will attend Cabinet to provide this for Members.

**5. FINANCIAL IMPLICATIONS**

5.1 No financial implications

**6. LEGAL IMPLICATIONS**

6.1 No Legal Implications

**7. CORPORATE OBJECTIVES**

7.1 Council Objective - Improvement.

**8. RISK MANAGEMENT**

8.1 Reputation is the key risk during a CPA process. The Council has established a working group to identify risks/problems and manage these.

**9. CUSTOMER IMPLICATIONS**

9.1 None

**10. OTHER IMPLICATIONS**

Procurement Issues: None.
Personnel Implications: None
Governance/Performance Management: None
Community Safety including Section 17 of Crime and Disorder Act 1998: None
Policy: Potential scrutiny of Council policy in light of CPA self assessment.

Environmental: None
Equalities and Diversity: None

## 11. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	<b>Agreed CPA Self Assessment.</b>
Acting Chief Executive	<b>Agreed CPA Self Assessment.</b>
Corporate Director (Services)	<b>Yes</b>
Assistant Chief Executive	<b>Yes</b>
Head of Services	<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>

## 12. APPENDICES

Appendix 1 CPA Self Assessment

## 13. BACKGROUND PAPERS

[http://bromsgrove.whub.org.uk/home/cpa\\_kloes\\_july\\_2006.pdf](http://bromsgrove.whub.org.uk/home/cpa_kloes_july_2006.pdf)

## CONTACT OFFICER

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By virtue of paragraph(s) 7 of Part 1 of Schedule 12A of the Local Government Act 1972.

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