



BROMSGROVE DISTRICT COUNCIL

CABINET

WEDNESDAY, 5TH SEPTEMBER 2007, AT 6.00 PM

COMMITTEE ROOM, THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE

AGENDA

MEMBERS: Councillors R. Hollingworth (Leader), Mrs. J. M. L. A. Griffiths (Deputy Leader), Dr. D. W. P. Booth JP, G. N. Denaro, Mrs. J. Dyer M.B.E., R. D. Smith, Mrs. M. A. Sherrey JP, M. J. A. Webb and P. J. Whittaker

1. To receive apologies for absence
2. Declarations of Interest
3. To confirm the accuracy of the minutes of the meeting of the Cabinet held on 1st August 2007 (Pages 1 - 6)
4. To receive the minutes of the meeting of the Scrutiny Steering Board held on 31st July 2007 (Pages 7 - 10)
5. To receive any comments made the Scrutiny Steering Board at its meeting held on 4th September 2007 with regard to the items to be considered at the Cabinet meeting
6. To receive the minutes of the meeting of the Performance Management Board held on 21st August 2007 (Pages 11 - 14)
7. Barnsley Hall Football Project (Pages 15 - 18)
8. Strategic Housing Capital Programme (Pages 19 - 28)
9. Car Parking Order - Consultation Outcome (Pages 29 - 32)
10. Business Plan Process and Timetable (Pages 33 - 72)
11. Energy Saving and Climate Change (Pages 73 - 84)

12. Council Plan Part 1 (Pages 85 - 126)
13. Financial and Performance Monitoring Integrated Report - June 2007 (Quarter 1) (Pages 127 - 168)
14. Use of Resources Self Assessment (Pages 169 - 202)
15. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting

K. DICKS
Chief Executive

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA

31st August 2007

Agenda Item 3

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

WEDNESDAY, 1ST AUGUST 2007 AT 6.00 P.M.

PRESENT: Councillors R. Hollingworth (Leader), Mrs. J. M. L. A. Griffiths (Deputy Leader), Dr. D. W. P. Booth JP, G. N. Denaro, Mrs. J. Dyer M.B.E., R. D. Smith, Mrs. M. A. Sherrey JP and M. J. A. Webb.

Observers: Councillor J. T. Duddy, Councillor D. L. Pardoe, Councillor C. R. Scurrrell and Councillor G. G. Selway.

Officers: Mr. K. Dicks, Mr. P. Street, Mr. J. Godwin, Ms. J. Pitman, Ms. D. Poole, Mrs. D. Warren, Ms A-M. Darroch and Ms. D. Parker-Jones.

38/07 APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor P. J. Whittaker.

39/07 DECLARATIONS OF INTEREST

Councillor Mrs. J. Dyer M.B.E. declared a personal interest in agenda item 7 (Hamilton House Supported Housing Scheme) as a Trustee of the Bromsgrove Youth Homelessness Forum.

Councillor R. D. Smith declared a personal interest in agenda item 7 (Hamilton House Supported Housing Scheme) as an employee of a housing association.

Mr. J. Godwin, Acting Head of Culture and Community Services, declared a personal interest in agenda item 9 (Progress with Leisure Centre Developments), as a consultee of the proposed transfer of the Dolphin Centre to a leisure trust.

40/07 MINUTES

The minutes of the meetings of the Cabinet held on 10th July 2007 and 18th July 2007 were submitted.

RESOLVED that the minutes be approved as correct records.

41/07 SCRUTINY STEERING BOARD

The minutes of the Scrutiny Steering Board held on 3rd July 2007 were submitted.

In relation to the newly established Task Groups, the Leader requested that the scope of the Public Transport - Buses Task Group be extended to include the impact of the proposed re-development of Bromsgrove Railway Station,

particularly with regard to issues associated with the relocation option which would allow for increased parking capacity, a bus interchange facility and potential for a Park and Ride station in a strategic location, some aspects of which it was felt would also affect the Air Quality Task Group. Furthermore, Members felt it important that transport links to railway stations across the district be covered by the scrutiny exercise. Members also queried the level of public interest which had been shown following the press advertisements advising of the establishment of the Groups.

The Vice-Chairman of the Scrutiny Steering Board agreed to take back to the Board for consideration the Cabinet's suggestions and to ascertain from officers and feedback to the Cabinet details of the public responses received to date to the establishment of the Task Groups.

Regarding the items to be considered by the Cabinet that evening, the Vice-Chairman of the Scrutiny Steering Board highlighted an issue in relation to agenda item 8 - Future of Bromsgrove Museum - as detailed separately at Minute 45/07 below.

RESOLVED:

- (a) that the minutes be noted;
- (b) that the Vice-Chairman of the Scrutiny Steering Board report back to the Board and Cabinet on the issues raised in relation to the new Task Groups; and
- (c) that the comment of the Vice-Chairman of the Scrutiny Steering Board in relation to the report appearing later in the agenda on the Future of Bromsgrove Museum be noted.

42/07 **PERFORMANCE MANAGEMENT BOARD**

The minutes of the Performance Management Board held on 17th July 2007 were submitted.

In relation to part (a) of the recommendation at Minute 19/07 (Comprehensive Performance Assessment and Improvement Plan 2007-08), the Chairman of the Board advised that, following discussions with the Chief Executive (whom it was confirmed was due to give a presentation on the Spatial Project prior to the September meeting of the Board), the appropriate Portfolio Holder and relevant Head of Service would instead be addressing the Board on progress made toward implementation of the Spatial Project at its September meeting, in order to allow for the said presentation to first take place. In this regard, the Leader commented that it would be the role of the Portfolio Holder to address the Board on this, with assistance from the Head of Service where required, thus shifting the reporting emphasis.

RESOLVED:

- (a) that the minutes be noted; and
- (b) that, subject to the update given by the Chairman of the Performance Management Board and the comments of the Leader in relation to recommendation (a) of Minute 19/07 (Comprehensive Performance Assessment and Improvement Plan 2007-08), as detailed in the

preamble above, the recommendations contained in the minutes be approved.

43/07 **LOCAL DEVELOPMENT FRAMEWORK WORKING PARTY**

The minutes of the Local Development Framework Working Party held on 19th July 2007 were submitted.

RESOLVED that the minutes be noted.

44/07 **HAMILTON HOUSE SUPPORTED HOUSING SCHEME, SIDEMOOR**

The Cabinet considered a petition relating to Hamilton House Supported Housing Scheme, Sidemoor, together with an accompanying report on future use of the premises. Councillor D. Pardoe, who had presented the petition at the meeting of the Council on 18th July 2007, was present and spoke on the matter.

Whilst supporting the recommendations detailed in the report on future use of the premises, it was agreed that officers should report back to the Leader of the Council, Councillor Mrs. J. E. Dyer and the Portfolio Holder for Strategic Housing as to how it was envisaged that the condition for no more than two units at any time to be allocated as temporary accommodation, would work in practice.

RESOLVED:

- (a) that the contents of petition be noted;
- (b) that the Council owned premises known as 15, 15a, 17 and 17a York Road no longer be leased to Bromford Housing Group for the purposes of providing a supported housing scheme for younger people and that reasonable notice be given to enable the closure of the scheme and appropriate re-location of residents currently housed at Hamilton House;
- (c) that, subject to the comments detailed in the preamble above in relation to temporary accommodation, approval be given to the principle of the accommodation being returned to four self contained one bedroomed flats for management by a partner Registered Social Landlord (RSL) and allocation to general needs or homeless clients subject to a condition that no more than two units at any time may be allocated as temporary accommodation;
- (d) that the Council's partner RSLs be invited to submit innovative proposals to purchase or lease the premises for management and allocation on the basis set out in paragraph 2.2 of the report, at a cost that would enable them to cross subsidise a scheme of bringing back into use empty flats over shops in the district for letting as dispersed temporary accommodation for younger homeless people; and
- (e) that, subject to a suitable scheme being proposed by an RSL, the Head of Planning and Environment and the Section 151 Officer, in consultation with the Portfolio Holder for Strategic Housing, be granted delegated authority to sell or transfer the dwellings at a peppercorn rent or capital receipt that represents market, below market or zero value.

45/07 **FUTURE OF BROMSGROVE MUSEUM**

Consideration was given to an update report on progress toward implementation of the Cabinet's decision of February 2007 to close the Museum.

The Chief Executive advised Members of the need for them to be aware that if Members decided to close the Museum on 1st October 2007, due to insufficient progress being made on the transfer, that the Council could potentially face a legal challenge. The Chief Executive further commented that the transfer to a Trust would have to be subject to the agreement of the Charity Commission.

The comments of the Vice-Chairman of the Scrutiny Steering Board made earlier in the meeting that the Board did not wish to see any further slippage in the proposed timetable for completion of the transfer were also noted.

The Chairman of the Cabinet stated that negotiations with the transfer were now proceeding reasonably well and that it was hoped that the Museum would not have to close, thus avoiding any possibility of a legal challenge.

RECOMMENDED:

- (a) that the delayed progress regarding the completion of the transfer of the Museum and its collection to a trust or arms length organisation, as outlined in the report, be noted;
- (b) that the period for the completion of the transfer be extended to 30th September 2007; and that should insufficient progress be made towards completion by this date, the Museum close on 1st October 2007 and not re-open until transfer of the collection to a trust is completed;
- (c) that with regard to the course of action referred to in paragraph 2.2 of the report, the Portfolio Holder for Culture and Community Services, the Corporate Director - Services and Head of Legal, Equalities and Democratic Services be given delegated authority to determine whether sufficient progress has been achieved;
- (d) that in the event it is determined that sufficient progress has been achieved, the period for the completion of the transfer be extended to 31st December 2007; and
- (e) that the Portfolio Holder for Culture and Community Services, the Corporate Director – Services and the Section 151 Officer be given delegated authority to negotiate a price for the sale of the Museum building to the museum trust.

46/07 **PROGRESS WITH LEISURE CENTRE DEVELOPMENTS**

The Cabinet considered a report on progress on the future management of the Dolphin Centre and Haybridge Sports Centre.

In response to issues raised by Members on the financial implications of the report, the Chief Executive advised that full details in this regard would be included in the business case to be presented to the full Council.

RECOMMENDED:

- (a) that approval be given to the continued exploration of the actions that will expedite the process of entering into a lease with a leisure trust and the transfer of the staff of the Dolphin Centre and Haybridge Sports Centre to a leisure trust;
- (b) that the Council approve a transfer from balances of £44,000 to fund the projected costs associated with maintaining Haybridge Sports Centre until 31st March 2008;
- (c) that the Council agree to include a provision of £850,000 in the Capital Programme for 2007/08 for capital works at the Dolphin Centre to upgrade the fitness suite, to be met from existing capital receipts; and
- (d) that the Council agree to fund the provision of £25,000 from balances to support the process of transfer in using the skills and knowledge of resources from an adjoining district council.

47/07 **SUSTAINABLE COMMUNITY STRATEGY 2007-2010**

The Cabinet considered the draft Sustainable Community Strategy 2007-2010.

Members supported the draft Strategy and its priorities and, in doing so, noted that it was a "living" document, with consultation on this due to end on 31st August 2007. As part of the consultation process with local residents a number of supportive responses had been received under the "Glad or Grumpy" postcard campaign, with constructive suggestions having been put forward where residents were of the view that improvements could be made. It was further noted that the Council would make a formal response to the draft strategy once the period of consultation had ended and all of the responses had been fully analysed.

RESOLVED that the draft Sustainable Community Strategy and its priorities be supported.

48/07 **BROMSGROVE RAILWAY STATION AND INTEGRATED PASSENGER TRANSPORT STRATEGY**

Consideration was given to a report on the re-development of Bromsgrove Railway Station and which also sought Member endorsement of the Council's response to the Integrated Passenger Transport Strategy and agreement to establish a Transport Theme Group for the District under the umbrella of the Local Strategic Partnership.

The Chief Executive updated Members on certain aspects of the funding elements linked to the re-development, together with statistical data in relation to possible numbers of commuters which a new Station might serve. It was Members' understanding that the further contribution which might be required at later stages of the re-development, which it was felt should specifically apply to stages 5 and 6 (Design and Development), would not be in the same proportion to the funding of the feasibility study. Members also commented on the membership and aims of Transport Theme Group.

RESOLVED that the Council's response to the Integrated Passenger Transport Strategy consultation (as detailed in paragraph 3.14 of the report) be endorsed; and

RECOMMENDED:

- (a) that approval be given to a contribution of £25,000 (capital) towards stages 3 and 4 of the station re-development (as detailed in paragraphs 3.8 to 3.10 of the report);
- (b) that it be noted that a further contribution towards stages 5 and 6 may be required at later stages of the station re-development (as detailed in paragraph 3.11 of the report), but that this will be subject to ratification by the full Council; and
- (c) that approval be given to the establishment of a Transport Theme Group, the membership of which should also include Councillor Mrs. M. A. Sherry as Portfolio Holder for Street Scene and Recycling, and which is focussed, will not delay the decision-making process and will contribute its findings to the Council on a regular basis, for the District under the umbrella of the Local Strategic Partnership (as detailed in paragraph 3.15 of the report).

49/07 **PREFERRED PARTNERING IN THE DELIVERY OF AFFORDABLE HOUSING**

The Cabinet considered a report on the outcome of the review undertaken by the Housing Partnership Review Panel on the formalisation of new preferred partnership arrangements between the Council and Registered Social Landlords.

In relation to paragraph 6.2 of the report with regard to the separate agreement whereby West Mercia/Bromsgrove District Housing Trust would be offered up to £350k development grant per annum (so long as it was available) and first chance to purchase land in the ownership of the Council identified for affordable housing (or otherwise if the Cabinet agreed to gift or sell at reduced value), Members were of the view that there should also be the option to lease such land.

RESOLVED that approval be given to the decisions made by the Preferred Partnership Review Panel on 8th June 2007 in the selection of the Council's Registered Social Landlord Preferred Partners (as detailed in paragraphs 6.1 and 6.2 of the report), subject to the amendment of paragraph 6.2 to include a lease option for land in the ownership of the Council identified for affordable housing.

The meeting closed at 7.52 pm

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE SCRUTINY STEERING BOARD

TUESDAY, 31ST JULY 2007

PRESENT: Councillors P. M. McDonald (Chairman), J. T. Duddy (Vice-Chairman), Mrs. M. Bunker, R. J. Deeming, B. Lewis F.CMI (during Minute Nos. 18/07 to 26/07 and part of 27/07) and D. L. Pardoe

Officers: Mr. K. Dicks, Mr. P. Street, Mrs. S. Sellers, Mrs. L. Berry and Ms. D. McCarthy

18/07 APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor C. B. Taylor.

18/07 DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS

Councillor R. J. Deeming declared a personal interest in relation to item 10 on the Scrutiny Steering Board Agenda and specifically item 7 on the Cabinet Agenda (relating to Hamilton House Supported Housing Scheme, Sidemoor) as he owned flats and business premises.

No whipping arrangements were made.

19/07 MINUTES

The minutes of the meeting of the Scrutiny Steering Board held on 3rd July 2007 were submitted.

RESOLVED that the minutes be approved as a correct record.

20/07 DRAFT SUSTAINABLE COMMUNITY STRATEGY

Mrs. Berry, Senior Policy and Performance Officer, gave a brief presentation on the draft Sustainable Community Strategy which was an overarching strategic document for the future direction of the Council based on statistical information. It was explained that the "Glad or Grumpy" postcard campaign was developed to find out residents' views. The consultation period had commenced at the end of June 2007 and would continue until 31st August 2007. Key facts were put to the Board as well as examples of what made residents glad and grumpy which had been received so far. It was stated that following the consultation, it was expected that there would be some minor changes, such as including Transport as a priority.

A question was raised relating to the image on the glad or grumpy postcards. It was confirmed that officers had not received any complaints but had contacted the Commission for Racial Equality (CRE) regarding the postcards. Although the CRE did not believe the glad or grumpy postcards were offensive, Bromsgrove District Council had taken on board comments received

by Members and had recently amended the postcard. Members were informed that the draft Strategy would be presented to the Equalities and Diversity Forum on 2nd August 2007 for comments.

It was confirmed that there had been procurement implications associated with the report as the graphics had been obtained externally.

Several questions were asked on various aspects of the report such as housing, crime and funding of the Local Strategic Partnership (LSP). It was requested that clarification be given on the income figure stated on page 7 of the Strategy under the subtitle "Housing" as it was different to the average income figure of £36,000 for the District stated in the presentation. With regard to the "Economy" section on page 8 where it stated 29% of people commuted out of the District to work, it was asked that it be looked into as to whether that was a high or low percentage compared to other local authorities.

Members of the Board put forward their views on what they felt had been omitted which included:

- ♦ A suggestion that a provision for homes for older people be located on the Longbridge site with affordable housing; and
- ♦ Mental health issues and learning disabilities be addressed within the Strategy under "Health and Wellbeing".

It was explained that if Members had any further points they wished to raise before the end of the consultation period on 31st August 2007 they could do so by contacting Mrs. Berry directly or the Committee Services Officer. On behalf of the Board, the Chairman thanked Mrs. Berry for her presentation.

RESOLVED:

- (a) that suggestions put forward by Members be taken on board regarding:
 - (i) a provision for homes for older people be located on the Longbridge site; and
 - (ii) learning disabilities and mental health issues be addressed and incorporated into the Strategy;
- (b) that two suggestions for scrutiny topics put forward by officers, in relation to older people and climate change, be included on the Board's work programme (subject to the outcome of discussions by the Cabinet on a report relating to climate change due to be considered at its meeting on 5th September 2007); and
- (c) that the report and presentation be noted.

21/07 **THE LOCAL GOVERNMENT AND PUBLIC INVOLVEMENT IN HEALTH BILL**

(Please Note: This item and the next item were discussed together)

It was explained that the Local Government and Public Involvement in Health Bill 2006 was currently being debated in the House of Lords and it was anticipated that the new provisions set out in the Bill would come into effect around April 2008 at the earliest. It was clarified that the enhanced scrutiny powers, for example the ability to compel the co-operation of named partners in the scrutiny of the Local Area Agreement (LAA), would be exercised by

District Councils in partnership with County Councils through joint scrutiny committees.

It was reported that the main issues around overview and scrutiny, in terms of new developments, were the introduction of Community Calls for Action and the new powers for overview and scrutiny committees to review and scrutinise the actions of local partners in regard to targets within the Local Area Agreement (LAA).

It was stated that the representative from the Centre for Public Scrutiny (CfPS) who attended the Worcestershire Chairmen and Vice-Chairmen meeting on 19th July 2007 had given an update on the issues surrounding the Community Calls for Action. It was explained that the Home Office might be considering not bringing into force the Community Calls for Action mechanism under the Police and Justice Act 2006 which would leave the one version of the same process under the Local Government and Public Involvement in Health Bill 2006.

Concern was expressed on the impact on Members' workloads with regards to scrutiny following the implementation of the new legislation, particularly in relation to the Community Calls for Action. In this regard there was also a concern about potential resource implications.

Members were reminded that there was a possibility of further changes to the draft legislation.

RESOLVED:

- (a) that at the next meeting of the Group Leaders, the Chairman of the Scrutiny Steering Board put forward the Board's concerns regarding the impact on Members' workloads and potential resource implications relating to the new scrutiny legislation (specifically the Community Calls for Action) anticipated to come into force in April 2008; and
- (b) that the report be noted.

22/07 **WORCESTERSHIRE SCRUTINY CHAIRMEN AND VICE-CHAIRMEN**

(Please Note: This item and the previous item were discussed together)

The Vice-Chairman, Councillor Duddy, reported back to Members on what had been discussed at the Worcestershire Chairman and Vice-Chairman meeting held on 19th July 2007. It was explained that all Overview and Scrutiny Chairmen from Worcestershire County Council and the six District Councils had been invited to attend and all were represented at the meeting in July with the exception of Wychavon District Council.

It was stated that how Worcestershire might respond to the new scrutiny powers contained in the Local Government and Public Involvement in Health Bill and the Police and Justice Act 2006, joint scrutiny working and the scrutiny of the Local Area Agreement (LAA) were all discussed. Councillor Duddy stated that he felt that joint working could have many benefits for Bromsgrove District Council but pointed out that it should not be carried out just for the sake of it.

Members were informed that at the meeting it was agreed that each authority would consider their own priorities for scrutiny and decide if there were any common to all authorities, or any that would be better done on a countywide basis. The next meeting was due to be held later in the year.

RESOLVED that the verbal report and minutes of the meeting be noted.

23/07 **TASK GROUP REVIEW MEETINGS**

Members considered the report (that had been requested at the previous Scrutiny Steering Board meeting) which gave details on task group review meetings for those task groups which had been set up under the previous scrutiny structure between 2001 and 2005.

RESOLVED that the report be noted.

24/07 **CABINET'S FORWARD PLAN**

Members considered the Cabinet's Forward Plan which contained the key decisions scheduled to be made over the next few months.

RESOLVED that the Cabinet's Forward Plan be noted.

25/07 **WORK PROGRAMME**

The Work Programme for the Scrutiny Steering Board was considered.

RESOLVED that, subject to the additional items being added to the work programme as agreed under Minute Number 21/07, the work programme be noted.

26/07 **ITEMS TO BE CONSIDERED BY THE CABINET**

Members discussed the items on the Cabinet agenda for the meeting scheduled to be held the following evening on 1st August 2007. Questions were raised specifically on two items, namely the Hamilton House Supported Housing Scheme in Sidemoor and the Future of Bromsgrove Museum report.

RESOLVED that the Vice-Chairman, on behalf of the Board, inform the Cabinet of Members' concerns regarding the number of times the issue of the future of the Bromsgrove Museum had been deferred and, therefore, it be requested that the dates stated in the report as deadlines be adhered to and no extension be given in the future.

The meeting closed at 7.40 pm

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 21ST AUGUST 2007

PRESENT: Councillors J. T. Duddy (Chairman), C. B. Taylor (Vice-Chairman),
A. N. Blagg, Mrs. M. Bunker, S. R. Colella, Mrs. A. E. Doyle and
Mrs. C. M. McDonald

Observers: Councillors G.N. Denaro and Mrs. J. Dyer M.B.E.

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

22/07 **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

23/07 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

24/07 **MINUTES**

The minutes of the meeting of the Performance Management Board held on 17th July 2007 were submitted.

RESOLVED that the minutes be approved as a correct record.

25/07 **SUSTAINABLE COMMUNITY STRATEGY - DRAFT RESPONSE**

Further to Minute No. 21/07 of the last meeting, a report setting out a Sustainable Community Strategy, an overarching strategic document for the future direction of the district, was submitted. With regard to Section 8 of the Report (Performance Management), the Assistant Chief Executive circulated two additional papers to assist Members with their understanding of the arrangements for each part of the performance management framework. Having canvassed Members views prior to the meeting on the document as a whole, comments from both the Chairman and Councillor Mrs. M. Bunker were appended by way of a draft response.

RESOLVED:

(a) that the following sentence under the heading "Transport" in Appendix 1 to the report (Chairman's draft response) be amended to read as follows:

"This parking should **not** be made exclusive to shoppers of that store.";

- (b) that, in all other respects, the report be noted and that the comments set out in the two appendices to the report form the basis of this Board's response; and
- (c) that the performance management arrangements for the Sustainable Community Strategy be included in the Board's work programme for review in March 2008.

26/07 USE OF RESOURCES - SELF ASSESSMENT

A report which summarised the feedback from KPMG in relation to the Use of Resources formal judgement for 2006, and which also set out an update of the self assessment submitted to KPMG in July 2007, was submitted.

RESOLVED:

- (a) that the Board note the feedback and recommendations received from KPMG; and
- (b) that the self assessment report recently submitted to KPMG for a formal judgement to be made, be noted.

27/07 BUSINESS PLANNING TEMPLATES 2008-09

A report setting out a consolidated approach to business planning in 2008/09, was submitted.

RESOLVED:

- (a) that the departmental service business plan template set out in Appendix 1 be noted;
- (b) that a completed set of templates be sought from the Head of Street Scene and Waste Management for consideration by the Board at its November 2007 meeting;
- (c) that the value for money scoring matrix as set out in Appendix 2 be noted;
- (d) that the annual planning and performance cycle set out in Appendix 3, and the timetable for reviewing the medium term financial plan (Appendix 4) be noted;
- (e) that the Board notes that the first draft service business plans (including budget bids and savings) need to be completed by the end of September, and that, in this regard, Portfolio Holders would meet with their respective Heads of Service in early September to provide a policy steer, and again at the end of that month to review the first drafts; and
- (f) that, in view of the fact that the Council does not have established customer standards, information from customer satisfaction data (survey results) be brought to the next meeting of the Board for members information.

28/07 IMPROVEMENT PLAN - JUNE 2007

Consideration was given to the report on the Improvement Plan for June 2007.

RESOLVED that the Board notes that there were no actions outstanding for June 2007 (this being the last month of the current Improvement Plan), and

that all actions were either completed or had been re-scheduled into the new Improvement Plan.

29/07 **INTEGRATED FINANCIAL/PERFORMANCE REPORT - QUARTER 1, 2007-08**

A report on the Council's performance as at 30th June 2007 (Period 3/Quarter 1), was submitted. During the discussion on the report, Members expressed concern over the time taken to process requests/payments for Disabled Facilities Grants.

RESOLVED that the Board notes

- (a) that 67% of indicators are improving or stable as at the quarter end, compared to 80% in the previous period;
- (b) that 65% of indicators are achieving their targets at the quarter end, compared to 66% in the previous period;
- (c) the revised targets as proposed in section 4.1 of the report;
- (d) the financial position for both revenue and capital funding for the first quarter, of £269k underspend and £126k respectively; and
- (e) in view of the details referred to in (a) above, a report be submitted to the next meeting of the Board on the reason(s) for the apparent reduction in the number of indicators that were improving or stable in June, compared to May.

RECOMMENDED that Cabinet be requested to instruct the appropriate Portfolio Holder to work closely with relevant senior managers to speed up the process of dealing with requests/payments for Disabled Facilities Grants.

The meeting closed at 7.36 p.m.

Chairman

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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

5th September 2007

BARNSELEY HALL CAPITAL FOOTBALL PROJECT

Responsible Portfolio Holder	Councillor June Griffiths
Responsible Head of Service	Culture & Community Services

1. SUMMARY

- 1.1 This report provides Members with an update relating to the above project and requests Members to agree to the proposed booking/management arrangements for the site.

2. RECOMMENDATION

- 2.1 The Executive Cabinet is recommended to:

- 2.1.1 Acknowledge the current position with regard to the Barnsley Hall Football Project.
- 2.1.2 Agree that the provision of the site should be managed as facility for the community as a whole and operated in line with the existing playing pitch stock.
- 2.1.3 Request officer to inform Bromsgrove Town Juniors that a lease agreement can not be drawn up between the parties for the exclusive use of the site.
- 2.1.4 Allow officers to investigate the potential for additional funding streams and delegate the decision for any such proposal/application to the Portfolio Holder for Culture & Community Services, the Head of Culture & Community Services and the Head of Financial Services.

3. BACKGROUND

- 3.1 In March 2004 a report was presented to Members regarding Livability Funding for Green Spaces in Bromsgrove, which included a project to create a new park at the former Barnsley Hall site. This was included in the forward capital programme approved by Executive Cabinet in July 2005 and ratified at Council in September 2005.
- 3.2 The nature of the Barnsley Hall project was to establish new football pitch provision and associated changing rooms. Members may be aware that in the 2002 document "A Playing Pitch Strategy for Worcestershire" it was identified that Bromsgrove had a short fall of 11.3 football pitches in Bromsgrove. Although the short fall is mainly around junior pitches, it is proposed to include at least one adult pitch with in the project to allow the rest/recovery of our current pitches (this does not currently happen due to demand) and to give greater flexibility in the future to remark adult pitches as junior ones where greater space is available.

- 3.3 At present the project that is proposed includes the provision of 1 adult pitch, 2 junior pitches, a small sided game pitch, car parking for up to 40 cars, access route and changing accommodation for up to four teams. However this proposal has not been fully priced and due to increased building costs since the original proposal was formulated, may be subject to alterations in order to bring the project in on budget.
- 3.4 In order to meet the ongoing revenue costs of the project a £25,000 ring fenced budget was created as part of the liveability funding application. This money has now been drawn down and a budget code established within the medium term financial plan. However members should be aware that this budget will eventually need to be included in the medium term financial plan as a pressure when the funding ceases, at present this is thought to be in 2014/15.
- 3.5 Since the original proposal was placed within the Council's forward capital programme, there has been a great deal of interest from local football clubs regarding the development of the new pitches. As part of this interest the Council was approached by local junior football club with the backing of the Worcestershire County FA with regard to an exclusivity arrangement for the site in order to enhance the development of the site and the club. The nature of this agreement would mean that the Council could apply for additional funds from the Football Foundation. However in view of the current shortfall in football pitches across the district and the exclusive nature of the proposal, officers do not feel that such an option should be considered any further as it will not allow the flexibility required to manage the playing pitch stock effectively for the benefit of the whole community.
- 3.6 Although Officers do not feel that the above approach best suits the needs of the whole community, the possibility of additional funding from the Football Foundation should be further investigated, as it may allow enhanced facilities to be provided for local residents. It is predicted that the need for additional playing pitches in Worcestershire will continue to grow, it should further be recognised that the current playing pitch stock does not meet the local need in terms of quality or quantity and external funding should be sought to meet this requirement where ever possible.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no current financial implications with this report at present. However members are advised of the comments in section 3.4 relating to the medium term financial plan.
- 4.2 Members are further advised that the on going revenue costs for this project have been based on £5,000 per annum, however it is believed that the true cost will be lower than this. Should this be the case the medium term financial plan will be revised to reflect the true cost of the provision and the point where the external funding provision ceases.
- 4.3 Based on a 75% uptake level of available space it is predicted that the new pitches will generate up to £4,500 per annum. This figure excludes any additional usage/income that may be generated for example school games, cup finals etc.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications from this report.

6. CORPORATE OBJECTIVES

6.1 The project will contribute to the Council's Objectives CO2 Improvement and CO03 Sense of Community and Well being by addressing the priorities of Customer Service, Reputation and Community Influence.

7. RISK MANAGEMENT

7.1 The principal risk with regard to this project is that of project management and the need to ensure the development meets the objectives of the Playing Pitch Strategy and has effective budget controls in place.

7.2 In order to secure the land from English Partnerships, the Council had to give assurances with regard to the development of the project and proposed. Should the project not been completed we would be required to continue to maintain or return the land. Both of these options have cost implications, however the greater risk would be that English Partnerships refuse to take responsibility back for the land we will be left with an on going maintenance issue and associated cost. Members should also be advised that in such circumstances we will be required to repay the livability funding including any interest generated.

7.3 A further risk is the negative impact upon the Council's reputation once the football club who have been discussing the possibility of a joint bid to the Football Foundation for some time are made aware of the Council's decision. Members are advised that the football club have held extensive discussions with Council Officers and have received positive feedback from those officers in the past with regard to the viability of the project.

8. CUSTOMER IMPLICATIONS

8.1 The project will deliver improvements to the Council playing pitch stock and begin to address the recommendations of the 2002 Worcestershire Playing Pitch Strategy. This will in turn enhance the Council's reputation and increase customer satisfaction as covered in section 6.1.

9. OTHER IMPLICATIONS

Procurement Issues: None
Personnel Implications: None
Governance/Performance Management: None
Community Safety including Section 17 of Crime and Disorder Act 1998: None
Policy Implementing Section 106 policies associated with Executive Cabinet decision in July 2005

Environmental: None
Equalities and Diversity: The proposal will ensure that all ages group/all clubs in the local area will have greater access to playing pitches and increase the quality/number of pitches available for community use.

10. OTHERS CONSULTED ON THE REPORT

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

11. APPENDICES

No appendices

12. BACKGROUND PAPERS

Worcestershire Playing Pitch Strategy 2002

Executive Cabinet Report 31st March 2004 Inc forward capital programme

CONTACT OFFICER

Name: John Godwin
E Mail: j.godwin@bromsgrove.gov.uk
Tel: (01527) 881730

BROMSGROVE DISTRICT COUNCIL

CABINET

5th September 2007

STRATEGIC HOUSING CAPITAL PROGRAMME

Responsible Portfolio Holder	Cllr P. J. Whittaker
Responsible Head of Service	David Hammond

1. SUMMARY

- 1.1 The reports seeks members approval to the virement of capital funding from the more general Strategic Housing budgets that were approved prior to the commencement of the financial year into specifically named affordable housing schemes that have been approved to receive the Council's capital funding.
- 1.2 The report asks for delegated authority to be given to the Portfolio Holder for Strategic Housing in consultation with the Strategic Housing Manager and the Section 151 Officer to allocate the remaining funds in the approved 2007/8 Housing Capital Programme to specific schemes.

2. RECOMMENDATION

- 2.1 That the virement of budgets within the Council's approved Strategic Housing Capital Programme as set out in **Appendix 1** of the report be approved.
- 2.2 That delegated authority to be given to the Portfolio Holder for Strategic Housing in consultation with the Strategic Housing Manager and the Section 151 Officer to allocate the remaining funds in the approved 2007/8 Housing Capital Programme to specific schemes.

3. BACKGROUND

- 3.1 The Strategic Housing Capital Programme is made up of a number of separate but general capital budgets that have different titles reflecting the tenure of the affordable housing schemes for which they were intended when approved.
- 3.2 Budgets are approved in advance of the commencement of the financial year under these general headings for example "Grants to RSLs – Housing For Rent". Once these budgets are approved, the

funding is allocated to specific affordable housing schemes as they develop into viable schemes by gaining Planning Permission etc.

- 3.3 To accurately track and monitor capital expenditure it is necessary that the appropriate amounts of funding are vired from the originally approved general budget to a budget that carries the specific name of the affordable housing scheme which the funding is to support.
- 3.4 The clearest example of this process is the need to vire funds from a number of strategic housing budgets to support the Council's Homelessness Hostel Remodelling Scheme that was approved by Executive Cabinet in April 2007. Under this scheme, the projected grant expenditure is £740,000. This total amount is being funded from a number of strategic housing budgets being amalgamated into the specific scheme being named "Homelessness Hostel Re-modelling Scheme".

4. FINANCIAL IMPLICATIONS

- 4.1 The recommendations in this report do not have any cost implication to the Council over and above the capital budgets already approved by Members. The recommendations ask members to approve the virement of the funding from the approved Strategic Housing capital budgets into budgets for the specifically named and approved schemes.
- 4.2 The budget virements for which approval is required are set out in **Appendix 1**.
- 4.3 The resulting outcome of the virements as set out is that all existing approved budgets will be streamlined into 5 affordable housing scheme budgets for 2007/8 which are set out in **Appendix 2**.
- 4.4 All funding listed in Appendix 2 has been approved by the Executive Cabinet for allocation to specific schemes with the exception of the £182,000 (GC 1139) remaining for 'Low Cost / shared Ownership Schemes' and the £77,000 remaining for 'Grants to RSL's General' (GC 1141).

Members are asked to grant delegated authority to the Portfolio Holder for Strategic Housing in consultation with the Strategic Housing Manager and the Section 151 Officer to allocate the remaining funds in the approved 2007/8 Housing Capital Programme to specific schemes. This action will enable the remaining funds to be more efficiently allocated to appropriate schemes without delay in order to maximise the benefit of local authority support and enable joint commissioning to be considered to enhance Housing Corporation contributions to schemes in the District.

5. COUNCIL OBJECTIVES

5.1 Objective 1 – Regeneration (Town Centre, Longbridge and Housing)

Improved standard of temporary housing for homeless people avoiding shared facilities and increased housing options to those in housing need.

5.2 Objective 2 – Improvement (Customer Service, Reputation and Performance)

Improved service to customers by the ability to provide a higher standard of temporary accommodation.

5.3 Objective 3 – Sense of Community and Wellbeing (Community Influence and Community Events)

Dispersal of homeless clients into better standard self contained accommodation aims to improved tenancy sustainment and should be reflected in improved tenant satisfaction with lettings outcomes. stability.

5.4 Priority 4 – Environment – Clean District and Planning

A policy of dispersal of homeless clients is aimed at supporting better neighbourhood integration and therefore reduce any negative impact upon the environment.

6. RISK MANAGEMENT

6.1 The purpose of the recommended virements is to enhance the effective monitoring of expenditure against approved budgets.

7.0 OTHER IMPLICATIONS

Procurement Issues Improved monitoring of expenditure against approved capital programme.
Personnel Implications None
Governance/Performance Management Improved monitoring of expenditure against approved capital programme.

Community Safety including Section 17 of Crime and Disorder Act 1998
N/A
Policy
N/A
Environmental
N/A

8. OTHERS CONSULTED ON THE REPORT

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

9. APPENDICES

Appendix 1 – Budget Virements
Appendix 2 – Amalgamated Housing Budgets

10. BACKGROUND PAPERS

None.

CONTACT OFFICER

Name: A.M Coel
E Mail: a.coel@bromsgrove.gov.uk
Tel: (01527) 881270

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APPENDIX 1

BUDGET VIREMENTS

EXISTING BUDGETS				NEW BUDGETS			APPROVAL
Cost Code	Name of Scheme	Budget Movement £	Budget Virement Required	Cost Code	Name of Scheme	Budget Movement £	Approval Required
GC1081	Grants to RSLs - Shared Ownership (New Build/Do it Yourself)	19,000	Vire to ---->	GC1193	Homeless Hostel Re-modelling Scheme	19,000	Exec Cabinet
GC1196	Grants to RSLs - Shared Ownership and Low Cost Affordable Housing Schemes	22,000	Vire to ---->	GC1139	Grants to RSLs - Low Cost Housing/Shared Ownership	22,000	Exec Cabinet
GC1195	Grants to RSLs - Affordable Housing Rented Schemes	250,000	Vire to ---->	GC1193	Homeless Hostel Re-modelling Scheme	250,000	Full Council
GC1140	Grants to RSLs - Housing for Rent	96,000	Vire to ---->	GC1208	Redgrove School - Grant to BDHT	96,000	Full Council
GC1140	Grants to RSLs - Housing for Rent	104,000	Vire to ---->	GC1209	Grants to BDHT for buy backs	104,000	Full Council
GC1140	Grants to RSLs - Housing for Rent	85,000	Vire to ---->	GC1193	Homeless Hostel Re-modelling Scheme	85,000	Full Council
GC1141	Grants to RSLs - General	40,000	Vire to ---->	GC1193	Homeless Hostel Re-modelling Scheme	40,000	Exec Cabinet
GC1197	Housing Safety Net Funding	37,000	Vire to ---->	GC1141	Grants to RSLs - General	37,000	Exec Cabinet
GC1197	Housing Safety Net Funding	46,000	Vire to ---->	GC1193	Homeless Hostel Re-modelling Scheme	46,000	Exec Cabinet
		699,000				699,000	

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APPENDIX 2

AMALGAMATED HOUSING BUDGETS

Results

GC 1193 Homeless Hostel Re-modelling Scheme	
Existing budget	325,000
Ex GC1081	19,000
Ex GC1195	250,000
Ex GC1140	85,000
Ex GC1141	40,000
Ex GC1197	46,000
Total	765,000
Scheme was approved by Exec Cabinet in April 07 and is committed.	

GC1139 Grants to RSLs - Low Cost Housing/Shared Ownership	
Existing budget	160,000
Ex GC1196	22,000
Total	182,000
Funding not yet allocated to a specific scheme but combined in one budget for allocation to a shared ownership project.	

GC 1141 Grants to RSLs - General	
Existing budget	80,000
Ex GC1141	-40,000
Ex GC1197	37,000
Total	77,000
Funding not yet allocated to a specific scheme but combined in one budget for allocation to a rented housing project.	

GC1208 Redgrove School - Grant to BDHT	
Ex GC1140	96,000
Scheme approved by Executive Cabinet in 2006/7 and committed.	

GC1209 Grants to BDHT for buy backs	
Ex GC1140	104,000
Scheme approved by Executive Cabinet in 2006/7 and committed.	

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BROMSGROVE DISTRICT COUNCIL

CABINET

5th September 2007

CAR PARKING ORDER

Responsible Portfolio Holder	Margaret Sherrey
Responsible Head of Service	Mike Bell

1. SUMMARY

- 1.1 This report summarises any objections to the proposed changes to the car parking order scheduled for 01/10/2007.

2. RECOMMENDATION

- 2.1 In light of the absence of any substantial objections to the proposed car parking Order, the Order is implemented as previously agreed.

3. BACKGROUND

- 3.1 The proposed changes to the car parking Order were agreed by Executive Cabinet on 10/07/2007. Officers are required to report back any objections to the proposed changes before the new Order can be implemented. Objections can be made by any of the statutory consultees, or any member of the public.
- 3.2 The Council has received no formal objections to the proposed changes. In light of this, officers would advise that the Order is implemented on 01/10/2007 as agreed by Executive Cabinet on 10/07/2007.

4. FINANCIAL IMPLICATIONS

- 4.1 Financial implications were covered in the initial report.

5. LEGAL IMPLICATIONS

- 5.1 Legal implications were covered in the initial report.

6. COUNCIL OBJECTIVES

- 6.1 Links to the Council's objectives were covered in the initial report.

7. RISK MANAGEMENT

7.1 Risk management was covered in the initial report.

8. **CUSTOMER IMPLICATIONS**

8.1 Customer implications were covered in the initial report.

9. **EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 Equality and diversity implications were covered in the initial report.

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 None
Environmental None

11. **OTHERS CONSULTED ON THE REPORT**

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

12. **APPENDICES**

None

13. **BACKGROUND PAPERS**

Car Parking Order Report, Steve Martin, 10/07/2007.

CONTACT OFFICER

Name: Steve Martin
E Mail: steve.martin@bromsgrove.gov.uk
Tel: (01527) 881457 or 07771616933

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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

05 SEPTEMBER 2007

BUSINESS PLANNING TEMPLATES 2008/09

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

1. SUMMARY

- 1.1 To seek approval from Cabinet for the approach to business planning 2008/09.

2. RECOMMENDATION

- 2.1 It is recommended that Cabinet approve:-

- the departmental service business plan template set out in Appendix 1;
- the VFM scoring matrix set out in Appendix 2;
- the annual planning and performance cycle set out in Appendix 3; and the timetable for reviewing the medium term financial plan (Appendix 4);
- note that the first draft service business plans (including budget bids and savings) will need to be completed by 30 September and that Portfolio Holders will meet with their Heads of Service in early September to provide a policy steer and again at the end of September to review the first drafts; and

3. BACKGROUND

- 3.1 The Council's approach to performance management has improved over the last 2 years. Service business plans form a key element of the Council's performance management framework (see Council Plan 2007/2010). The production of the 2007/08 service business plans was somewhat muddled, due to a number of changes being made to the Cabinet approved template mid process. These included changes by the Improvement Director, Lead Official and changes to reflect equalities and value for money. These changes have improved the template and 2008/09 should be about

consolidating these changes, not making further changes. Heads of Service were asked to provide feedback on the 2007/08 process. Given the number of changes, the feedback was surprisingly positive and includes (the area under each bullet is the suggested response):-

- a desire to keep and build on team plans;

The report submitted to Corporate Management Team did include recommendations on improving team plans, but these have been rejected. The Assistant Chief Executive will need to discuss this issue further with Corporate Management Team and bring forward an alternative approach.

- linking team plans to PDRs;

See previous comment..

- a clearer timetable for production and publication of business plans;

See paragraph 3.2 below and Appendix 3

- maintain and build on the VFM templates;

Culture and Communities amended the original corporate template and this was identified as best practice by the Improvement Director. The approach of a VFM action plan, VFM scores and targets and self assessment has been built into the corporate template.

- maintain and build on the links to the medium term financial strategy;

The Council Plan Part 1 (September Full Council) report will have a financial aspect this year, including savings targets for each department. Appendix 6 of the template builds in the simple templates that were used last year after the project management methodology approach was found to be too much for small bids. Full business cases will now only be requested by the Head of Financial Services after initial consideration of Appendix 6.

- ensuring there is a 3 year as well as one year focus;

The Service Strategy section addresses this concern as does the three year departmental budget section.

- no new sections;

One new section has been introduced. Heads of Service are asked to complete a Cabinet Forward Plan for their service business plan. This was agreed at Operational CMT.

- creating links to the Cabinet Forward Plan

See previous point.

- reduction in number of templates; and

Approximately 10 sub-sections have been removed, compared to the original template approved for 2007/08.

- merging of templates e.g. key deliverables, value for money, customer first, equalities etc.

The balanced scorecard, used in the Council is a single merged approached and this could be used in the service business plans; however, in order to keep change to a minimum and build on last year's progress, this suggestion has been rejected, but will be considered in future years.

3.2 Corporate Management Team have agreed a annual cycle of reports (see Appendix 3). Service business planning forms an important part of this cycle, making the link, between the Council's strategic plans and service delivery in each department. They are part of the "golden thread". The specific timetable for 2008/09 service business planning is as follows:-

Date	Action	Comment
17 August 2007	Issue template and guidance.	After approval at Leader's.
25 September 2007	First draft service business plans to ACE.	To bring together into single report to CMT.
02 October 2007	Dedicated CMT on service business plans.	CMT will need to be extended.
17 October 2007	Detailed budget options to go forward to Leader's.	Based on Appendix 6.
31 October 2007	Quality checklist on plans returned to Heads of Service.	Best practice approach from Rotherham MBC.
14 March 2008	Service business plans finalised and sent to ACE.	
31 March 2008	Service business plans placed on Intranet.	Council Plan will be published on Internet on same day.
30 April 2008	Team plans and PDRs completed and returned to ACE and Training and Development Manager.	Should we consider supporting team managers with away days in January/February?

3.3 Annual service business plans will be completed within the more strategic three year timetable for the medium term financial strategy. For information, this timetable is set out in Appendix 4.

4. FINANCIAL IMPLICATIONS

4.1 See sections 5.3 and Appendix 6 of the template.

5. LEGAL IMPLICATIONS

5.1 None.

6. COUNCIL OBJECTIVES

6.1 Appendices 1 and 6 have been updated to reflect the draft new priorities 2008/2011 as per the Council Plan Part 1 report.

7. RISK MANAGEMENT

7.1 Each department must complete a risk register and action plan based on their business plan key deliverables. This is an excellent approach.

8. CUSTOMER IMPLICATIONS

8.1 This section has been simplified and the Customer First Officer will attend each departmental management team away day to help improve these standards, so that they can be published in December 2007 in line with the Improvement Plan 2007/08.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 Two new sections were added last year and these have been maintained in the updated template.

10. OTHER IMPLICATIONS

Procurement Issues: None.
Personnel Implications: Team Planning.
Governance/Performance Management: Service business planning is a key part of the Council's performance management template.
Community Safety including Section 17 of Crime and Disorder Act 1998: None.
Policy: When determining their key deliverables, departments will need to consider the policy context within which they operate.

Environmental: None.

11. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	At Leader's Group.
Chief Executive	Yes.
Corporate Director (Services)	Yes.
Assistant Chief Executive	Yes.
Head of Service	Yes.
Head of Financial Services	Yes.
Head of Legal, Equalities & Democratic Services	Yes.
Head of Organisational Development & HR	Yes.
Corporate Procurement Team	No.

12. APPENDICES

- Appendix 1 Service Business Plan Template 2008/09
- Appendix 2 VFM Self Assessment Form
- Appendix 3 Annual Cycle of Reports
- Appendix 4 Timetable for Review of the Medium Term Financial Plan

13. BACKGROUND PAPERS

Service Business Planning Templates, September 2006 Cabinet.

CONTACT OFFICER

Name: Hugh Bennett
E Mail: h.bennett@bromsgrove.gov.uk
Tel: (01527) 881430

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Department

2008/2009

Service Business Plan

(cover to be inserted)

Contents

- 1. Service Strategy**
 - 1.1 Service Statement of Purpose
 - 1.2 How the Service Contributes to the Council's Objectives and Priorities
 - 1.3 Three Year Strategic Key Deliverables
- 2. 2007/08 Performance Review**
 - 2.1 Key Deliverables - Achievements in 2007/08
 - 2.2 Other Achievements in 2007/08
 - 2.3 Performance Exceptions
- 3. Key Deliverables, Indicators and Project/Task Milestones**
- 4. Customer First and Equalities**
 - 4.1 Community Engagement
 - 4.2 Customer Standards
 - 4.3 Equalities High Level Action Plan
- 5. Resources**
 - 5.1 Employee Opinion and Involvement
 - 5.2 Training & Development Plan
 - 5.3 Three Year Departmental Budget
- 6. Risk Management**
- 7. Value for Money**
 - 7.1 Value for Money Action Plan

Appendices

Appendix A	Council's Vision, Values, Objectives and Priorities
Appendix B	Council's Performance Management Framework
Appendix C	Departmental Performance Indicators and Targets
Appendix D	Departmental Cabinet Forward Plan
Appendix E	Departmental Structure Chart
Appendix F	Departmental Funding Requests and Savings Target
Appendix G	VFM Scores and Targets

1. Service Strategy

1.1 Service Statement of Purpose

1.2 How the Service Contributes to the Council's Objectives and Priorities

1.3 Three Year Key Deliverables

KD Ref.	Key Deliverable Title	Position @ 31 March 2011	Action to Deliver These
KDX			
KDX			
KDX			
KDX			
KDX			
KDX			
KDX			
KDX			
KDX			
KDX			
KDX			
KDX			
KDX			

2. 2007/08 Performance Review

2.1 Key Deliverables – Achievements in 2007/08:-

KD Ref	Performance Review of 2007/08	Corporate Objective/Priority Ref.
KDX	<p>Insert Title of Key Deliverable.</p> <p>Insert commentary on progress in 2007/08.</p>	Council Objective X Priority X (if applicable)
KDX	<p>Insert Title of Key Deliverable.</p> <p>Insert commentary on progress in 2007/08.</p>	Council Objective X Priority X (if applicable)
KDX	<p>Insert Title of Key Deliverable.</p> <p>Insert commentary on progress in 2007/08.</p>	Council Objective X Priority X (if applicable)
KDX	<p>Insert Title of Key Deliverable.</p> <p>Insert commentary on progress in 2007/08.</p>	Council Objective X Priority X (if applicable)
KDX	<p>Insert Title of Key Deliverable.</p> <p>Insert commentary on progress in 2007/08.</p>	Council Objective X Priority X (if applicable)
KDX	<p>Insert Title of Key Deliverable.</p>	Council Objective X Priority X (if applicable)

	Insert commentary on progress in 2007/08.	
KDX	Insert Title of Key Deliverable. Insert commentary on progress in 2007/08.	Council Objective X Priority X (if applicable)
KDX	Insert Title of Key Deliverable. Insert commentary on progress in 2007/08.	Council Objective X Priority X (if applicable)
KDX	Insert Title of Key Deliverable. Insert commentary on progress in 2007/08.	Council Objective X Priority X (if applicable)
KDX	Insert Title of Key Deliverable. Insert commentary on progress in 2007/08.	Council Objective X Priority X (if applicable)
KDX	Insert Title of Key Deliverable. Insert commentary on progress in 2007/08.	Council Objective X Priority X (if applicable)

2.2 Other achievements in 2007/08. (Please detail key achievements within 2007/08 that were not planned for as part of the original key deliverables for your Service).

2.3 The following list of key deliverables as set out in the 2007/08 service business plan will not be delivered by the year end. Shortfalls and planned corrective actions are detailed below:-

KD Ref	Performance Exception	Corrective Action
KDX		
KDX		
KDX		
KDX		
KDX		

3. Key Deliverables, Indicators and Project/Task Milestones

3.1 The Service has itself 10 key deliverables for 2007/08. These are cross-referenced to the Council Objectives (CO) and Council Priorities. The Service has also set itself key performance indicators (KPIs) and/or project task milestones for each of its key deliverables, so that we can monitor progress. The Council's vision, values, objectives and priorities are set out in Appendix A and the Council's performance management framework in Appendix B.

KD Ref.	Key Deliverable Title	Council Objective/Priority Ref.

Ref.	Key Performance Indicator	2006 / 2007 Actual	2007 / 2008 Est. Outturn	2008 / 2009 Provisional Target	Measure Frequency

Ref.	Project / Task	Lead Officer
	Insert Project/Task Title	Insert Lead Officer Initials
Planned position at 30 th Jun 2008		
Planned position at 30 th Sep 2008		

Planned position at 31 st Dec 2008		
Planned position at 31 st Mar 2009		

The Key Deliverables identify priorities for each service and measures of success. Appendix C details all Performance Indicators for each Service and targets for 2007/08/09/10.

3.2 Based on the key deliverables, Appendix D sets out the Department's key report dates for the Cabinet Forward Plan.

4. Customer First and Equalities

4.1 Community Engagement

4.1.1 Key consultations the Service is planning to undertake in 2008/09.

Consultation to be undertaken	Category of Consultation (A-E) (See below)	Who is being consulted?	How will the results be used?	Estimated Cost (£)	Start Date/ Finish Date	Lead Officer

All consultation needs to be 'categorised' according to the following definitions:

- A Information Gathering
- B Seeking Views
- C Making Choices
- D Generating Ideas
- E Participation/Joint Decision Making

4.2 Customer Standards

4.2.1 The Department's key customer standards for 2008/09 are:-

Departmental Customer Standard	How will they be measured?	Measuring Frequency

4.2.2 Actions planned to take place in 2007/08 to improve the customer's experience include:

4.3 Equalities High Level Action Plan 2008/09

4.3.1 Equalities are one of the Council's four Values. The Department determines what action it needs to take on equalities through:-

- the impact assessments undertaken during 2007/08;
- the requirements of Level 3 of the Local Government Equality Standard; and
- any feedback you have received on equalities from inspections, customers or staff, please identify the key actions you intend to implement in 2008/2011.

The following table shows the key actions to deliver service improvements in 2007/08:-

Action Required	By Whom	By When	Signed Off By	Priority	How Will This Action Promote Equality?

4.3.2 The Department will also undertake a number of impact assessments in line with the Council's All Inclusive Equalities Scheme:-

5. Resources

5.1 Employee Opinion and Involvement

5.1.1 Planned actions within the Department as a result of the 2007 Employee Survey and Investors in People assessment includes:-

Employee Issue	Agreed Action	When	Responsible Officer

5.1.2 The Department's structure chart is set out in Appendix E.

5.2 Training and Development

5.2.1 Planned training and development is dealt with through the Corporate Training Plan and individual Personal Development Reviews.

5.3 Three Year Departmental Budget

5.3.1 The Department's base budget and agreed changes for the next three years are detailed below (this section will be completed by your service accountant).

Description	Base Budget 2008/09 £	2008/09 Changes £	2009/10 Changes £	2010/11 Changes £	Explanation of Changes
Expenditure: Employee costs Premises costs Transport costs Supplies and Services Contract costs Transfer costs Support Service costs Capital costs					
Gross Expenditure					
Income					
Net EXPENDITURE					

5.3.2 The Department's budget bids and savings are set out in Appendix 6.

6. Risk Management

- 6.1 The Department has completed a risk register and action plan as required by the Council's Risk Management Strategy. Risks are identified for each key deliverable. The Departmental Risk Register is examined by the Corporate Risk Management Steering Group and is available on request.

7. Value for Money

- 7.1 The Department has scored itself on value for money, using the value for money self assessment matrix. The matrix and scores can be found in Appendix G. The following Value for Money Action Plan is based on the self assessment:-

Ref.	Project/Task Title	Measure of Success (SMART)	Start Date	Finish Date	Resource	Lead	Priority (H, M, L)

Council's Vision, Values, Objectives and Priorities

Updated diagram to be inserted by the Corporate Communications, Policy & Performance Team. Draft objectives and priorities as follows:-

Objective	Priority
CO1 – Regeneration	CP1 – A thriving market town.
CO2 – Improvement	CP2 – Customer Service
CO3 – Sense of Community and Well Being	CP3 – Sense of Community
CO4 – Environment	CP4 – Clean Streets and Recycling

Council's Performance Management Framework

To be inserted by the Corporate Communications, Policy & Performance Team

Departmental Performance Indicators and Targets

Ref.	Description	2006/2007 Actual	Est. 2007/08 Outturn	2006/07 District Council Median	2008/09 Target	2009/10 Target	2010/11 Target	Commentary (if target worse than median)

Departmental Cabinet Forward Plan

Note: This version is for internal use only and indicates when reports need to be considered by the Leader's Group (LG)

Item No.	Portfolio Holder/ Lead Member Responsibility	Subject	Details of Proposed Decision	Expected Date of Decision	Original Expected Date of Decision	Principal Groups or Organisations to be consulted and date and method of consultation	Documents to be considered in relation to the Decision	Comments
					Insert Cabinet Date (Insert Leader's Group Date)			

Departmental Structure Chart

Please show the first three tiers of your structure, starting with the Head of Service. For each post, please show the post holder's name and job title. Please provide the total establishment FTE for your department as part of the diagram.

Funding request 2008/09 - 2010/11

The purpose of this Appendix is to outline funding requests in support of the Department's key deliverables. A full business case may be requested by the Head of Financial Services, depending on the size of the bid. The bids will be ranked by CMT and a formal request will go forward to Executive Cabinet for funding as part of the 2008/09 budget..

Prepared by:

Date:

Details of Proposed Capital/Revenue* Scheme

Title of Scheme:	Capital Cost £	Revenue Cost First year £	Ongoing revenue cost £	Start Year:
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* delete as appropriate

Definition

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

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

Briefly state the consequential risks.

1. Council Objectives

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

1. Regeneration

Council Priority 1 – Town Centre

Regeneration:

2. Improvement

Priority 2 – Customer Service

Improvement:

3. Environment

Priority 3 – Clean Streets and Recycling

Environment:

4. Sense of Community and Well Being

Priority 4 – Stronger Communities

Sense of Community and Well Being:

Departmental Savings Target/Income Generation 2008/09 - 2010/11

Year	Savings/Income Generation Target) *	How Will This Target Be Achieved?	Risks and Consequences

* note:- to be supplied by the Financial Services Department.

Appendix G

VFM Scores and Targets

The following scores and targets are based on the completion of a VFM scoring matrix for each department. These are available on request from the Head of Service.

	Insert Service Area Title				Insert Service Area Title				Insert Service Area Title			
	2007/08 Est.	2008/09 Target	2009/10 Target	2010/11 Target	2007/08 Est.	2008/09 Target	2009/10 Target	2010/11 Target	2007/08 Est.	2008/09 Target	2009/10 Target	2010/11 Target
Service Performance												
Customer Satisfaction												
Quality Measures												
Cost Performance and Comparisons												
Budgetary Control												
External Inspection												
Procurement												

Repeat table if required.

VFM Self Assessment Form

Team Name:- Insert Name, complete matrix and repeat as necessary.

	Statement	Evidence	Score (0 to 3)
Service Performance	More than 75% of PIs are within top quartile – 3		
	More than 50% of PIs are within BDC target – 2		
	More than 50% are below BDC target -1		
	More than 75% are below BDC target – 0		

	Statement	Evidence	Score (0 to 3)
Customer Satisfaction	Customer satisfaction results show 60% are satisfied – 3		
	Customer satisfaction results show 50% are satisfied – 2		
	Customer satisfaction results show 40% are satisfied – 1		
	Customer satisfaction results show below 40% are satisfied – 1		

	Statement	Evidence	Score (0 to 3)
Quality Measures	The service has achieved a quality mark -3		
	The service is working towards a quality mark -2		
	The service has no aim for recognition by quality charter over next 3 years – 1		

	Statement	Evidence	Score (0 to 3)
Cost Performance and Comparisons	The service demonstrates comparable service and cost to other organisations – 3		
	The service has identified key unit costs for performance and cost comparison - 2		
	The service has no unit costs for comparison of delivery of service - 1		

	Statement	Evidence	Score (0 to 3)
Budgetary Control	The service is within 2% of the approved budget (underspend) -3		
	The service is within 10% of the approved budget (underspend) -2		
	The service is more than 10% overspent to budget - 1		
	The service is more than 20% overspent to budget – 0		

	Statement	Evidence	Score (0 to 3)
External Inspection	The service is rated 3* or 4 out of 4 on a CPA KLOE – 3		
	The service is rated 2* or 3 out of 4 on a CPA KLOE – 2		
	The service is rated 1* or 2 out of 4 on a CPA KLOE – 1		
	The service is rated 0* or 1 out of 4 on a CPA KLOE – 0		

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

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Appendix 3

Annual Cycle of Key Reports

	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>November</u>	<u>December</u>
<u>Annual review of members roles</u>						x						
<u>Annual external Audit report</u>										x		
<u>Annual Statement of Internal control approved</u>					x							
<u>Bright Ideas monthly award</u>	x	x	x	x	x	x	x	x	x	x	x	x
<u>Business Planning</u>												
Financial prosepcts for coming three years							x					
Outline Budget remit set								x				
Review content of Business Plans												
- Service and Council								x				
Budget options considered												
- by CMT (Cap +Rev)									x			
- by Group										x		
- by Cabinet											x	
Public consultation on Budget												x
Band D calculation	x											
Capital programme finalised				x								
Council Tax set				x								
Service Plans finalised				x								
Council Plan issued					x							
<u>Community Plan update</u>											x	
<u>Communication Planner</u>	x	x	x	x	x	x	x	x	x	x	x	x
<u>Council results reported</u>							x					
<u>Determine Member training Plan</u>							x					

TIMETABLE FOR REVIEW OF MEDIUM TERM FINANCIAL PLAN 2008/09-2010/11

The timetable and process for the budget review is as follows:

5 Sept Cabinet to be presented with initial budget schedule to include assumptions of additional funds required to support the delivery of objectives together with an estimate of savings to be achieved to resource the pressures.

17 Sept A hard copy of the budget spreadsheets (also sent electronically) will be sent out to all budget holders. The spreadsheet will detail actual expenditure 2006/07, latest estimate 2007/08 and the base budgets for each of the years 2008/09, 2009/10, 2010/11 for each cost centre for which they are responsible.

Note: a copy of the relevant payroll estimates for each of the years 2008/09 to 2010/11 will be sent to each budget holder with the budget holder being responsible for ensuring that all posts / personnel / scale points and fixed term contract details are correct. The budget holders must check the payroll estimates with the schedule prepared by HR & OD for completeness of the establishment.

17 Sept Guidance and documentation to be issued on business cases and options for change.

17 Sept Support Service recharges - Accountancy Services to issue a "Charging Form" to Budget Holders asking them to provide a split of staff time (for each post in the structure) over the various services. At the same time non-staff related data such as estimated number of debtor invoices, creditor invoices etc. will be requested. In completing the charging forms budget holders should have regard to what staff will be doing in the future rather than what they are doing now, they should also identify a split for each year. For the majority of staff this will be the same from year to year however for some staff they will be involved in project work that will alter the split of their time.

End Sept Revised Service Business Plans to be completed (to include high level analysis of additional resource requirements – if supported by members these will need to be developed into a more detailed business case).

17 Sept to 2 Nov Budget holders to meet with their accountant to discuss any changes to the existing budgets (contained within the papers sent out on 17 September). The only changes that will be permitted to the existing base budgets will be by way of virement (however additional income cannot be utilised to fund expenditure without completing the budget bid process), plus identification of any savings. Any bids for increased resources will be dealt with as part of the business planning process outlined above.

Inflation and profiling of budgets will also be discussed at the meetings.

Note: In order to improve the robustness of our budget process officers need to improve the way that budgets for major items of income are calculated – planning fees, land charges, building control, car parking charges. The likely level of income needs to be calculated based on usage and level of fees

rather than simply rolling forward the budget – the risks associated with these levels of income also needs to be assessed. A template will be prepared by accountancy for the calculation of income and to identify the associated risks. Managers must be aware of the concessions policy when estimating income generated.

17 Sep to 2 Nov	Accountancy Services to undertake work on different scenarios with regard to major elements of expenditure e.g. different levels of pay award and the impact on budgets.
17 Sep to 2 Nov	Budget holders to give consideration to fees and charges and submit to Accountancy Services the proposals.
2 Nov	Return of Charging form by budget holders to Accountancy Services.
3 Nov	Return of all other budget information
17 Nov	First draft base budgets available (including recharges and capital charges).
	Note: There will need to be continued discussion between support service provider and receiver until agreement is reached. Detailed analysis of the impact of support services on the leisure centres to be undertaken if the decision to transfer to trust is approved.
3 Nov	Officers / Members to have identified specific work / projects required to achieve Council priorities. Budget holders must ensure that Accountancy Services are involved in “costing up” of proposals.
Mid Dec	Calculation of base budget requirement (variety of scenarios), together with cost of priorities, and including Government Grant indications, to be completed.
Dec	Presentations to Scrutiny Steering Board on the budget process and draft base budget.
5 Dec	Executive Cabinet to consider base budget, cost of priorities and the process to be followed for consideration of the budget.
Mid Dec to 1 Feb	Officers to identify growth and budget reductions (if they are required) in order to balance the budget.
Jan/Feb	Undertake consultation with public on proposed budgets – format to be confirmed and reported to members in December
9 Jan	Consideration by Executive Cabinet of overall budget.
Jan	Service Business plans finalised.
Jan / Feb	Consideration by Scrutiny Committees of detailed budget for each area and proposed growth and budget reductions (if required).
Early Feb	NNDR consultation

- 6 Feb Consideration by Executive Cabinet of budget for 2008/09 and budget strategy to 2010/11. Approval of service business plans.
- 20 Feb Approval by Council of budget for 2007/08 and budget strategy to 2010/11

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BROMSGROVE DISTRICT COUNCIL

CABINET

5TH SEPTEMBER 2007

ENERGY SAVING REPORT AND CLIMATE CHANGE

Responsible Portfolio Holder	Jill Dyer M.B.E.
Responsible Head of Service	Dave Hammond

1. SUMMARY

1.1 Bromsgrove District Council was in receipt of support from DEFRA to carry out an assessment of what the Council could be doing to tackle climate change. The assessment was undertaken by the Energy Saving Trust (EST) and it involved looking at various aspects of the Council's activities and making recommendations for actions.

2. RECOMMENDATION

2.1 To receive recommendations from the report prepared by the Energy Saving Trust

2.2 To instruct officers to establish a project group involving the portfolio holder for Planning and Environment which to pursue the recommendations contained in the report and to produce an update on progress for November 2007.

2.3 To approve the portfolio holder for Planning and Environment to be the lead member for climate change.

3. BACKGROUND

3.1 Bromsgrove District Council was in receipt of support from DEFRA to carry out an assessment of what the Council could be doing to tackle climate change. The assessment was undertaken by the Energy Saving Trust (EST) and it involved looking at various aspects of the Council's activities and making recommendations for actions.

3.2 Members may well be aware that the United Nations Intergovernmental Group looking at Climate Change has concluded that greenhouse emissions could be reduced by 26 billion tonnes by 2030 and this would be more than enough to limit the expected temperature rise of between 2 – 3 degrees centigrade. It is recognised that such a move would cost the world economy billions of pounds over the next two decades, but this could be recouped by savings due to the health benefits and air pollution.

3.3 It is generally accepted that climate change is one of the major challenges for the planet and protection of the environment and issues of sustainability are forming a major consideration for organisations – public and private.

3.4 In order to begin to gain an understanding of the situation with regard to Bromsgrove a government estimate produced in 2004 stated that domestic energy use in Bromsgrove resulted in more than 272,000 tonnes of carbon dioxide being emitted each year, or 3.1 tonnes for every person. This compares to a UK average of 2.6 tonnes, putting Bromsgrove almost 20 per cent above the UK average. This is despite the fact that Bromsgrove had reported Home Energy Conservation Act (HECA) progress of 20.7 per cent to 2005, well above the national average of 16.7 per cent.

3.5 Furthermore, 19.0 per cent of private sector dwellings failed the decent homes standard (compared to a national estimate of 33.1 per cent). Almost 80 per cent failed due to thermal comfort.

3.6 According to the Census 2001, 74.4 per cent of people in the district travel to work by car, whilst 46.9 per cent of households own two or more cars or vans. The district is in the top 25 local authorities in England and Wales for both statistics.

3.7 The EST report makes a number of key recommendations that are contained in the appendices of this report. The recommendations are divided into high, medium and low importance.

3.8 The EST report acknowledges that the Council's resources are limited. Therefore, the suggestions contained in the report have little or no cost implications for the District Council. There are several areas where the Council could make improvements and take advantage of funding available and various free services to assist them.

3.9 A key recommendation from the EST report is for Bromsgrove to produce an overarching energy or climate change strategy (that makes reference to existing strategies), incorporating social and private housing as well as the council's own estate and the wider community. Obtaining top-level support for this strategy and having a senior-level 'energy champion' will add weight to the topic and enable the council to achieve more in this area.

3.10 Bromsgrove has achieved a good result on implementing HECA to-date. However, with domestic per capital carbon emissions well above the national average, this is clearly an area the council needs to continue to focus on. More officer time could allow the council to lever in more in the way of external resources to tackle this area. The planned rolling survey provides an excellent opportunity for Bromsgrove to gather data on the energy efficiency of private

housing in the borough and ensure that information and resources are appropriately targeted.

3.11 It is important that Bromsgrove is perceived by householders as 'leading the way' and setting a good example, so the council should ensure it is doing its bit to reduce carbon emissions from its own estate. This will require establishing a system for monitoring energy consumption and then setting a target for reducing this.

3.12 The council can also make significant improvements in transport. Bromsgrove can make use of the Energy Saving Trust's free green fleet review service, which will result in a comprehensive report outlining a strategy that can help reduce vehicle emissions and reduce costs.

3.13 The Report is intended to give Bromsgrove District Council some direction in terms of the actions it should take. However, this is not an exact science and the priority will vary due to local circumstances and requirements, therefore this is intended to be a guide only.

3.14 The 'energy hierarchy' establishes the priority for all energy-related issues and should always be considered when deciding what action should be taken to reduce climate change:

3.15 The energy hierarchy –

- Reduce the need for energy
- Maximise energy efficiency
- Supply energy from renewable sources
- Where fossil fuels need to be used use them as efficiently as possible.

3.16 The EST report provides guidance and recommendations on five facets of the District Council's activities and areas of influence. These are:

- Corporate
- Housing including private housing
- Council's Own Estate
- Transport
- Wider Community.

3.17 The recommendations relating to these five areas are detailed in the appendix.

4. Financial Implications

4.1 There are no significant financial implications in relation to expenditure in achieving the short term recommendations. There may be implications in relation to introducing new equipment such as metering systems. However, it is suggested that by introducing greater vigilance in terms of energy use, it may result in a reduction in expenditure on certain utilities.

4.2 Similarly the medium term recommendations are also without financial implications other than expenditure on training and the production of information on energy efficiency.

5. Legal Implications

5.1 There are not any immediate legal implications arising from this report, but there are indications that legislation is being prepared that will place statutory duties on councils to address issues associated with climate change. Furthermore, sustainability is informing many aspects of policy formulation and development.

6. Corporate Objectives

6.1 Currently climate change and energy efficiency can be linked to affordable housing, town centre redevelopment and community well-being. Undoubtedly the Council assuming a position on energy efficiency will contribute to improving its reputation.

7. Risk Management

7.1 Presently sustainability and climate change pose enormous risks to the work of the Council and the lives of local residents. In tackling energy use the Council is contributing to reducing the risks emanating from environmental degradation.

8. Other Sub Headings

Procurement Issues – There are potential implications for purchase of fuel, supplies and equipment.
Personnel Implications – There needs to be considered an energy champion.
Governance/Performance Management Considerations
Community Safety Considerations

Policy Considerations – Sustainability needs to inform all policies.
Environmental Considerations – Central to environmental considerations in terms of bio-diversity, transport and homes.
Equalities Implications – Our most vulnerable sections of the community may be most at risk of issues such as fuel poverty and contributing to inefficient use of energy.

Background Papers

Energy Saving Trust report for Bromsgrove District Council

Contact officer

Name Phil Street – Corporate Director - Services
E Mail: p.street@bromsgrove.gov.uk
Tel: (01527) 881202

Appendix

Short term actions in order of priority

Priority	Action	Further information / advice / assistance
High	<p>Commitment:</p> <ul style="list-style-type: none"> ➤ Establish top-level commitment, as this is critical for the allocation of resources and the provision of support to staff. Linked to this: ➤ Establish an ‘energy champion’ at a senior level. This individual should take the lead in developing partnerships and could also lead an internal steering group on energy. ➤ Set up a steering group on energy that includes representatives from eg environment, finance, regeneration, planning, building control, community planning etc. 	<p>Refer to the following publications: ‘The value of in-house energy experts: a how-to guide produced by the local energy support team’ and ‘What are energy champions and how can they benefit your organisation?’.</p> <p>The EST has produced a briefing note on effective cross-department working.</p>
High	<p>Council estate:</p> <ul style="list-style-type: none"> ➤ Talk to the council’s energy supplier about introducing different meters and establish a system for monitoring energy data, even for the buildings with low consumption of energy and use this information to benchmark Bromsgrove’s performance with other councils. ➤ Consider applying to take part in the next round of the Carbon Trust’s of the Local Authority Carbon Management programme. Phase 5 of this programme will be launched in May 2007 to 30 local authorities. ➤ Introduce a strategy and action plan with a target for reducing energy consumption by a given date. 	<p>Obtain further information using the Carbon Trust’s benchmarking tools.</p> <p>To be considered for the next phase of the Local Authority Carbon Management programme, please email: alex.mitchel@carbontrust.co.uk.</p>
High	<p>Private housing:</p> <ul style="list-style-type: none"> ➤ Increase the time available for the HECA officer post, use energy efficiency data from the rolling survey to ensure resources are targeted appropriately, and set a target of bringing domestic carbon emissions below the national average. ➤ Focus on developing schemes to promote sustainable energy to owner 	<p>The Practical help team can provide advice and assistance with getting schemes off the ground.</p>

Priority	Action	Further information / advice / assistance
	occupiers.	
Medium	Transport: <ul style="list-style-type: none"> ➤ If the council has a fleet of over 50 vehicles (including leased vehicles), apply to the Energy Saving Trust for a free green fleet review. ➤ Use the Energy Saving Trust's Practical help team to give free presentations regarding sustainable energy and sustainable road transport. 	Energy Saving Trust's green fleet review . Contact the team on 0870 241 2089 or email: practicalhelp@est.org.uk .
Medium	Council estate: <ul style="list-style-type: none"> ➤ Make use of the Carbon Trust's site-specific advice about energy efficiency, for all council-owned buildings. ➤ Make use of the Carbon Trust's Design Advice service when buildings are built or refurbished. ➤ Establish energy champions in each department or building and ensure they are responsible for keeping staff informed of energy saving tips and can keep an eye on simple things such as lights and monitors being left on. 	Carbon Trust site-specific advice . Carbon Trust's Design Advice

Medium term actions in order of priority

Priority	Action	Further information / advice / assistance
High	Strategies: <ul style="list-style-type: none"> ➤ Create an overarching energy strategy and action plan that makes reference to existing strategies such as the housing strategy and the climate change action plan. This strategy should contain specific targets that are in line with national targets and should include an action plan showing how the HECA target will be met. It should also include a section on improving the energy efficiency of the council's estate and a section on tackling energy in the wider community. ➤ Allocate resources for the implementation of this overarching action 	Refer to the ' Developing a climate change strategy ' briefing note. Refer to the briefing note ' Sustainable energy in community planning and sustainable development indicators '.

Priority	Action	Further information / advice / assistance
High	<p>plan.</p> <p>Affordable warmth:</p> <ul style="list-style-type: none"> ➤ Work with local housing associations to ensure that assessments of affordable warmth are incorporated into assignment procedures. 	Use the Association for the Conservation of Energy's fuel prophet tool .
High	<p>Training staff:</p> <ul style="list-style-type: none"> ➤ Establish an energy training strategy and initiate an energy efficiency training programme with all staff (especially frontline staff). Include energy efficiency training in the induction programme for all new staff. This should ideally include key people from different departments. ➤ Initiate training with planners about energy efficiency, but more particularly renewable energy. This should include advice about how to 'future-proof' houses by exceeding the building regulations. ➤ Train all outreach staff on energy saving measures. 	<p>Refer to the training chapter of 'Energy efficiency the guide'. Either consider in-house training, work with the EEAC, or use existing external courses. Check the Energy Saving Trust's events pages for up-and-coming training courses.</p> <p>Practical help can offer free presentations to staff.</p> <p>Re: planners, see the London Renewables toolkit (although this is London specific, it is applicable to other urban areas).</p>
High	<p>Planning:</p> <ul style="list-style-type: none"> ➤ Use the 'Meeting the 10 per cent' publication to assist with the development of Bromsgrove's policy for renewable energy generation. ➤ Consider producing Supplementary Planning Document on energy efficiency and renewables aimed at householders that encourages them to exceed the building regulations when extending or refurbishing their home. As part of this explore waiving requirements for planning permission for certain renewable energy sources for households. 	For further information refer to the publication ' Meeting the 10 per cent target for renewable energy in housing - a guide for developers and planners (CE190) ' and contact the Energy Saving Trust's Practical help service for further advice (0870 241 2089).
Medium	<p>Council estate:</p> <ul style="list-style-type: none"> ➤ Assign energy costs to departments or buildings, based on actual use. Set targets for energy reduction and train staff to use less energy. Publicise the results and use them to raise further awareness. Any savings should be ring-fenced for energy efficiency investment. ➤ Consider applying to the Carbon Trust's Salix Finance scheme for funding to kick-start an energy efficiency drive in the council's estate. 	<p>Salix Finance.</p> <p>Calculate climate change levy amounts on the climate change levy website.</p>

Priority	Action	Further information / advice / assistance
	<ul style="list-style-type: none"> ➤ Investigate the potential for purchasing green electricity for the council. When evaluating the cost implications, ensure you consider savings from not paying the climate change levy. ➤ Implement a green procurement policy of only buying A-rated appliances and occupying good or very good buildings. 	
Medium	<p>Council travel</p> <ul style="list-style-type: none"> ➤ Consider changing mileage reimbursement rates to a level that does not encourage unnecessary travel. ➤ Introduce a system for monitoring business mileage patterns and challenging where alternative modes of transport are available. ➤ Introduce better facilities for cyclists. ➤ Talk to local public transport providers to see if a better service between the train station and the council's offices can be introduced during rush hour. 	Further information about travel planning can be found on the Energy Saving Trust website .
Medium	<p>Training:</p> <ul style="list-style-type: none"> ➤ Ensure that building control officers are trained and equipped to provide advice to householders regarding sustainable energy, when undertaking work that does not require planning permission. ➤ Brief any outreach staff on energy saving measures. 	Refer to the training chapter of 'energy efficiency the guide' .
Low	<p>Community:</p> <ul style="list-style-type: none"> ➤ Work with local businesses to promote travel plans and car sharing. ➤ When speaking with local businesses, the council should promote the Energy Saving Trust's free fleet advice service. ➤ If they haven't already done so, key council officers should join the Community Action for Energy network. 	Energy Saving Trust's free fleet advice service. Community Action for Energy.

Long term actions in order of priority

Priority	Action	Further information / advice / assistance
High	Funding: <ul style="list-style-type: none"> ➤ Keep up to date on all available funding ➤ Monitor the proportion of nationally available grant funding that is spent in the area to ensure that Bromsgrove is getting its 'fair share'. 	Use the Energy Saving Trust's funding database , or contact the Energy Saving Trust's Practical help team (0870 241 2089) if you have a particular project in mind.
Medium	Council estate: <ul style="list-style-type: none"> ➤ Consider whole life costing to ensure that energy efficiency is integrated into both refurbishment and new build, to overcome budget constraints. 	Using whole life costing as a basis for investments in energy efficiency - guidance (CE119) .
Medium	Planning: <ul style="list-style-type: none"> ➤ Introduce targets for carbon reduction into the local plan. ➤ Use planning conditions to help reduce traffic growth. 	

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BROMSGROVE DISTRICT COUNCIL

CABINET

5TH SEPTEMBER 2007

COUNCIL PLAN 2008-2011 PART 1

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

1. SUMMARY

- 1.1 To re-confirm the Council's Vision and Council Objectives. Reduce the number of priorities from 10 to five and consider the outline budget options for delivering the required improvement on these priorities to achieve a Comprehensive Performance Assessment rating of "Fair" by later autumn 2008.

2. RECOMMENDATION

- 2.1 It is recommended that Executive Cabinet:-
- i. Reconfirm the Vision and Council Objectives.
 - ii. Consider the analysis of the Council's national, regional and local context (Appendix 1).
 - iii. Based on this context, agree the definitions of the Council Objectives (Appendix 2).
 - iv. Based on this context agree to a reduced number of priorities.
 - v. Consider the outline budget position 2008/2011, in particular, the outline budget bids in support of the reduced number of priorities (Appendix 3).

3. BACKGROUND

Council Plan 2008-2011

- 3.1 Cabinet and Full Council approved the Council's first Council Plan as part of the 2007/08 budget round. The Council Plan is effectively the business plan for the Council and a key document for Members. The 2008/2011 plan will not be published until March 2008; however, the Council needs to agree its priorities now, so that officers can make detailed plans to deliver these as part of the service business planning cycle.
- 3.3 The first Key line of enquiry in the CPA framework is ambition and the second prioritisation. Understanding our context and setting priorities is critical to achieving a fair rating, but regardless of the CPA framework, feedback from the

public suggests that they want the Council to demonstrate greater vision and forward planning (evidence from focus groups November 2005).

Process to Date

- 3.3 As part of the work on developing the Vision, Objectives and Priorities the Council must take account of the strategic context within which it operates. The Council is in a much stronger position this year in providing this evidence. The Council has received the following information over the last 12 months:-
- A quantitative analysis of all the quality of life data available on the District e.g. deprivation indices, population growth predictions etc.
 - Production of a draft Community Strategy, based on this analysis and the County Local Strategic Partnership Local Area Agreement.
 - Public consultation feedback on the draft Community Strategy through the “Glad or Grumpy” campaign.
 - Best Value Satisfaction Survey data on the Council’s services and quality of life in the District.
 - Customer Panel data on the Community Strategy priorities (and satisfaction with them) and the Council’s priorities (and satisfaction with them).
 - Regular performance management reporting and the production of the Annual Report.
 - Additional focus group feedback (as part of the 2007/08 budget deliberations).
 - Regular attendance by Members and senior officers at PACT meetings
- 3.4 This information is brought together in **Appendix 1**, into an analysis of the policy context, performance context and financial context of the Council.
- 3.5 Based on this information, the following priorities are recommended to Cabinet and Full Council:-
- A thriving market town.
 - Clean streets and recycling.
 - Customer Service
 - Sense of Community
 - Housing
- 3.6 The Vision and objectives are still considered appropriate.

Process Going Forward

3.7 The cycle of reporting and decision-making for the 2008/2011 budget is set out below. Last year the Council Plan Part 1 went straight through Full Council without any debate. The priorities drive the budget, so it is important that Members debate the priorities.

Action	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Consult staff at staff forums							
Brief Members before Full Council							
Agree priorities and consider outline budget position (Council Plan Pt 1)							
Complete service plans and budget options							
Consult partners							
Detailed Budget Options Considered by - CMT Groups Cabinet							
Undertake budget focus groups.							
Reports results of focus groups.							
Set Council Tax and agree Council Plan							
Publish Council Plan and send out CT bills.							

4. Financial Implications

4.1 The outline budget implications for the priorities identified are set out in the Financial Section of the attached position statement.

5. Legal Implications

5.1 There are no legal implications to this report.

6. Corporate Objectives

6.1 The existing corporate objectives to remain unchanged.

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:-

Procurement Issues: None
Personnel Implications
Governance/Performance Management Considerations
Community Safety Considerations
Policy Considerations
Environmental Considerations
Equalities Implications

9. Consultation

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

Portfolio Holder	At Leader's Group.
Chief Executive	Yes.
Corporate Director (Services)	Yes.
Assistant Chief Executive	Yes.
Head of Service <i>(i.e. your own HoS)</i>	Yes.
Head of Financial Services <i>(<u>must</u> approve Financial Implications before report submitted to Leader's Group)</i>	Yes.
Head of Legal, Equalities & Democratic Services <i>(for approval of any significant Legal Implications)</i>	Yes.
Head of Organisational Development & HR <i>(for approval of any significant HR Implications)</i>	Yes.

Corporate Procurement Team <i>(for approval of any procurement implications)</i>	No.
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10. **Appendices**

Appendix 1 – Policy, Performance and Financial Position Statement (July 2007).

Appendix 2 – Outline Budget Options for 2008/09

Background Papers

Council Plan 2007/2010

Budget Book 2007/2008

Bromsgrove Evidence Report (Mott McDonald)

Contact officer

Name Hugh Bennett, Assistant Chief Executive

E Mail: hbennett@bromsgrove.gov.uk

Tel: (01527) 881430

Bromsgrove District Council
Policy, Performance and Financial Position Statement
26 July 2007

1. Bromsgrove District

Geography

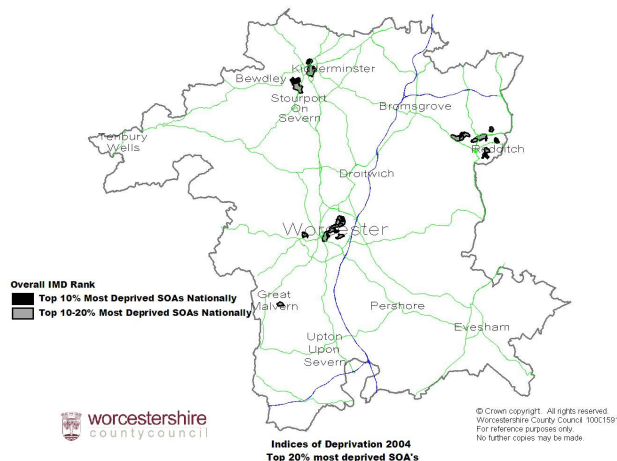
- 1.1 Bromsgrove District is in north Worcestershire, covering a large district area of approximately 83.9 square miles. Whilst only 14 miles from the centre of Birmingham, the Lickey Hills country park provides an important dividing line between the urban West Midlands Conurbation and the rural landscape of north Worcestershire. Ninety percent of the District is greenbelt which causes problems for housing policy. Four radial routes pass through the District, each served by railway lines and major roads, including the M5 running north and south, the M42 running east and west, with further links to the M40 and M6.

Table 1 – Map of Bromsgrove District



- 1.2 Data suggests that 16,643 people travel into the District for work, with 26,112 (29%) of the population travelling out, a net commute out of 9,469. Our main communities are detailed in Table 1. The District has no wards in the top 20% most deprived in England (see Table 2 below).

Table 2 – Map of County Deprivation



Population

- 1.3 The population of the District is 90,550 with the District experiencing a 0.8% increase between 2003 and 2004 (the joint highest in Worcestershire). This increase is mainly attributable to inward migration as a result of a number of large housing developments, with the District clearly being viewed as an attractive location to live and work in (or commute from). The District's population is also set to expand by a further 3,000 to 7,000 households between 2006 and 2010 depending on the outcome of the Regional Spatial Strategy review. There is also the possibility of a further expansion if the District has to take some of Redditch District Council's housing allocation. The black and minority ethnic population (BME) is only 3.3% which is low for the region and nationally. This BME % comprises 1% Irish, 0.8% Asian, 0.8% mixed, 0.4% black and 0.3% Chinese. There are 37,798 households in the District. Over 25% of households contain only one older person. An estimated 6,964 households in the District have one or more members in an identified special needs group. This is 19.1% of all households in the District, well above the national average; of these 56.7% have a physical disability and 37% are frail elderly. The elderly population is predicted to expand as a proportion of the overall District population, with the over 80s population estimated to increase by 123.3% in the period 2004 to 2029.

Economy

- 1.4 The economic picture of the District is generally very positive. The mean household income is £36,906, which is the highest in the County (the County average is £32,699). There are three major areas of economic concern within the District: the redevelopment of the Longbridge site, Bromsgrove town centre and Bromsgrove railway station. In April 2005, parts of Phoenix Venture Holdings (PVH), most significantly MG Rover and PowerTrain entered administration, resulting in the closure of the Longbridge car plant. These parts of the Group employed around 5,850 people in the West Midlands and an estimated £410m was spent with firms based in the West Midlands as part of the supply chain. Whilst unemployment levels naturally increased with the closure, the District's unemployment levels have returned to very low levels (1.7%). The Town Centre needs a major overhaul to encourage local shopping and compete with neighbouring shopping centres. Bromsgrove station is the third area of concern. The current station facilities are not considered fit for purpose and a feasibility study is currently being carried out on the possible redesign of the station so that it can take bigger trains and more passengers, anywhere between an increase of 70 to 300 additional car parking spaces. This would help "future proof" the station against any changes to transport charges that may affect Birmingham city centre.

Sustainable Development

- 1.5 One of the biggest issues facing the District is affordable housing: 83.4% of households are owner occupied, the 11th highest figure in England and Wales and house prices are rising faster than the national average with the average house price being £219,949. The Council is currently operating a planning moratorium with only affordable housing developments being built. The Housing Strategy has a target of 80 units of affordable housing a year for the next five years.

Education, Deprivation and Health

- 1.6 The percentage of the population qualified to NVQ Level 4 is significantly higher than average. GCSE results gained at local authority schools and colleges in Worcestershire in 2004 were amongst the highest in the country (56.1% achieved five or more GCSEs at A*-C). The District ranks 293rd out of 354 councils on the national index of multiple deprivation 2004 (where one is the most deprived), making the District one of the least deprived nationally. Ward deprivation data can now be further analysed into Super Output Areas (SOAs) of 1,000 residents. Using this information, some parts of the Sidemoor and Charford wards fall within the most deprived 20% to 40%. This level of “deprivation” does not feature in terms of Government funding, which would normally focus on the 10% most deprived or lower. Only 4,050 households are in receipt of housing or council tax benefits in the District, one of the lowest figures in Worcestershire. As a result, identifying the vulnerable within our communities is more difficult than a district with geographic areas of deprivation.
- 1.7 Generally, the District’s population is healthier than the regional average. Young people (18-24) have a high risk status being the most likely to smoke, binge drink and not take exercise. Potentially, we could be storing up problems for our young people. The most recent Primary Care Trust (PCT) annual report noted that our children’s health is good, but there is a need for more child and adolescent mental health services. The PCT retain a concern (shared by the Council’s own Community Safety Team) that domestic violence remains “common place”. Between 2000-2003 teenage pregnancies increased marginally across Worcestershire (the overall rate is significantly lower than England as a whole).

Crime and Fear of Crime

- 1.8 There has been a 31.9% reduction in headline comparator crime figures for the District over the last three years. This, together with the Partners and Communities Together (PACT) community meetings, has had a very positive impact on fear of crime in the District: 97% of residents feel safe during daytime and 70% after dark. Low level crimes like: anti-social behaviour, litter, rubbish, “young people hanging around”, vandalism and criminal damage remain an issue. Drug offences are low. The areas with the highest use in the District are the three prisons. There is a “supply”

issue at HMP Blakenhurst and HMP Brockhill. Charford is the only ward where drug use is a significant issue.

2. National Policy

- 2.1 The recent change in Prime Minister has led to a Cabinet re-shuffle and a number of new policy pronouncements that are likely to shape, as a minimum, the next three years of Central Government policy towards local government.

Neighbourhoods

- 2.2 The current Local Government Bill includes a “duty of involvement”. Hazel Blears the new Communities and Local Government Secretary says she will be “putting pressure on all partners to deliver for neighbourhoods and communities”. Exactly what this means at this stage is unclear, but more devolved powers to neighbourhoods are likely. The Government has also recently agreed to a number of pilots of participatory budgeting, based on a South American model of community engagement. Through our town hall meetings, area committees and PACT meetings, the Council is already well placed to respond to this agenda.

Crime Strategy

- 2.3 The Home Office’s new Crime Strategy promises greater freedom for the police and councils to tackle policing problems the public are most concerned with, rather than the current focus on Home Office targets. The Council is well placed to respond to this agenda with its good Crime and Disorder Reduction Partnership and high level of involvement from Members and senior staff in PACT meetings/area committees.

Economic Development

- 2.4 The Treasury has recently completed a “Review of sub-national economic development and regeneration”. The new Local Government Minister, John Healey, wants councils to have primacy for attracting business and investment to their areas, rather than regional government. Government offices are currently reducing staff numbers. The review could lead to increased powers, including a statutory duty on upper tier councils to assess economic challenges, possible revenue generating powers, but will also see a new form of performance management framework for economic development, probably within the Local Area Agreement (LAA) 2 framework. Economic growth is already strong in the District. What the Council lacks is a town centre, public services infrastructure and transport infrastructure that reflects this.

Efficiency Savings

- 2.5 Whilst the two tier debate appears to have stalled, David Miliband’s reasons for opening up the debate on council structures is still relevant. Miliband wanted to reduce public confusion about service provision and deliver efficiency savings through reducing multiple back offices. The

Comprehensive Spending Review 2007 is likely to see tougher Gershon targets, with the target being increased to 3% and being cashable. The Council's value for money strategy and an open approach to outsourcing, shared services, partnership working will be critical to delivering this agenda. This is an "enabler", not a service priority, but the Council does recognise that it needs to improve its strategic response and actions to address this issue.

Housing

- 2.6 The Government has recently announced a new green paper on housing. The paper suggests councils will have increased powers in order to increase the amount of affordable housing to rent and buy. It set a target of 70,000 new affordable homes and 45,000 social homes per annum by 2010/2011. Councils will also need to identify 15 years' supply of housing land, primarily brownfield land (this is not an option for our District). Consideration had been given by Cabinet and CMT to dropping the housing priority, due to our current inability to influence the land supply required to deliver more affordable housing; however, it is a very real issue in the District and the change in Central Government policy means we should consider retaining it as a priority.

Cross-Cutting Regulatory and Performance Management Framework

- 2.7 The Audit Commission has recently consulted on the proposed new Comprehensive Area Assessment. From the 01 April 2009, the main method of assessing the Council's performance will be through an assessment of the Worcestershire Partnership and Bromsgrove Partnerships delivery of the County and District Community Strategies. The current Local Government Bill going through Parliament will place a duty of co-operation on our partners. The Council will need to improve its relations with the County Council and continue to improve the workings and delivery of the Bromsgrove Partnership. Increasing the democratic accountability of the Partnership will undoubtedly need to be considered during the countdown to this new framework. The Council is in a relatively strong position to respond to this agenda, compared to other districts in the County. This is due in part to the investment from Central Government in our LSP.

Community Cohesion and Diversity

- 2.8 In the current climate of terror attacks, the Government's Commission on Integration and Cohesion report identifies neighbourhoods as the best place to tackle inter-ethnic tensions. While the Council does not have geographic areas of BMEs, there would appear to be a lack of community cohesion between the young and the old. Diversity, which is one of the Council's values, remains important within the District, as it covers not just ethnic groups, but other minorities, for example, the disabled, the frail elderly, different faiths etc., all of which are relevant to our District. The

Council has a successful CDRP, PACT and has improved its reporting of racial incidents and hate crime.

Children

- 2.9 As part of the re-shuffle a new Department for Children, Schools and Families (DCSF) has been created. Sporting activities for young people are likely to be boosted as part of the “Every Child Matters” agenda. The new department will also be responsible for the Government’s Respect set of policies, previously with the Home Office, which may suggest a move away from focusing on the young from a criminal perspective to a more supportive one. The “Making Space” review recently warned that four out of 10 children end up wandering the streets because they had nothing to do. Anne Longfield, Chief Executive of 4Children recently commented that “the Government puts a lot of money into young children, but all we have offered teenagers so far is ASBOs”. The Leader and Corporate Director Services share a particular concern that we are demonising our young people and not supporting them with enough facilities and support. This may be a future priority for the Council.

Transport

- 2.10 Councils must tell bus operators by 01 December 2007 on what basis they will reimburse them for the journeys of elderly and disabled people whose journeys will become free. The Council is not responsible for transport, but this may have some, as yet unknown, impact on the Council’s budget plans for 2008/2011.

Third Sector

- 2.11 The Government has recently published its review of the voluntary sector. The report: “The Future Role of the Third Sector in Social and Economic Regeneration” calls for a new partnership between local government and local voluntary organisations working for social change. The Government is likely to introduce a new local survey to measure the quality of relationships between councils and third sector organisations by 2009. The contribution, and possible councils’ performance in working with the third sector, will be assessed as part of new regulatory framework for local government – Comprehensive Area Assessment. The Council has a COMPACT with the voluntary sector which has received positive comment from County. BARN is represented on the LSP Board; however, funding the infrastructure for the voluntary sector is an issue: we currently make no provision and are unique within the County in this respect.

Single Status

- 2.12 The Council still needs to implement a pay review (job evaluation) and review existing terms and conditions of employment for all its staff as part of the Single Status/Equal Pay/National Pay and Reward Strategy. The

impact on staff morale of this process should not be underestimated. Single Status will take effect from 01 April 2008.

Climate Change

- 2.13 The United Nations Intergovernmental Group looking at climate change has concluded that greenhouse emissions could be reduced by 26 billion tonnes by 2030 and this would be more than enough to limited the expected temperature rise to between 2 and 3 degrees centigrade. It is recognised that such a move would cost billions of pounds, but could be recouped by savings due to the health benefits and air pollution. The Council has recently received a report from the Energy Savings Trust looking at the Council's activities and making recommendations. The Council has agreed to set up a cross departmental working group to pursue the recommendations in the report. The Council also now has a duty under the National Environmental and Rural Communities Act to conserve the biodiversity (all species of plants and animals and the natural systems that support them) of the area, for example, our water voles.

3. Regional/Local Policy

Worcestershire Local Area Agreement

- 3.1 The key strategic document which makes the link between national, regional and local policy is the Local Area Agreement (LAA). The LAA is a form of contract between Central Government and the County LSP, with 35 outcomes and 90 targets. There are 6 blocks or objectives for the Worcestershire Partnership Local Area Agreement (the Bromsgrove Partnership has also adopted these as its six objectives). The 35 outcomes are set out in Appendix 1. Some of the outcomes are specific to particular areas of the County (non in Bromsgrove District) and some are the lead responsibilities for particular partner organisations, where the District Council will have little influence over delivery of the target e.g. passenger transport numbers, harm caused by young offenders in the community. The following paragraphs provide a brief commentary on each of the LAA blocks in relation to Bromsgrove District.

Block A: Communities that are Safe and Feel Safe

- 3.2 The District has a strong Crime and Disorder Partnership and contributing strongly to this outcome. The targets include the key British Crime Survey (BCS) comparator e.g. burglary, vehicle theft etc. These targets are already built into the Council Plan 2007/2010 and will be rolled forward. There are also targets around hate crime – the Council has played an active part in the recent launch of the Hate Crime procedure. There is also a target around domestic violence. The Council is improving its score on the domestic violence checklist of actions and procedures the Council should have in place and improving its housing provision in this area. Drugs are a low level issue within the District. Anti-social behaviour, in particular, the use of ASBOs is a key target. Feedback from the PACT meeting suggest low level anti-social behaviour is an issue in the District and this is driving a disproportionate fear of crime. This could be a possible priority linked to diversionary activities for the young.

Block B: A Better Environment for Today and Tomorrow

- 3.3 The Council has a lead role to play with regard to this block. Agreed outcomes include the delivery of 11 green flag awards for parks across the County (the District has one and met its required contribution), six new play areas, addressing cleanliness, through the BV199 measure of detritus and reducing graffiti. Cleanliness is the number one priority for the District's residents (see 4.5 below).
- 3.4 The Council can only play a minor role on greenhouse gas emissions as this target area is largely associated with households; however, the Council does not currently have a climate change policy and will need to develop one through its Climate Change Group to ensure the Council

plays its part in reducing emissions. The Council is already exceeding the LAA target for reducing waste and increasing recycling.

Block C: Economic Success that is Shared By All

- 3.5 Block C includes targets on employment levels in the Worcestershire science and technology belt e.g. science and technology parks flowing down the A38, business support, commercial registrations, accessibility to employment, adult qualifications and helping the jobless into work. The District already has very low unemployment levels (1.7%), but VAT registrations are declining. The Council plays an active role in seeking businesses for the technology park and running a successful business start up scheme with NEW College. Whilst economic success is not a specific priority for the Council, the planned regeneration of both the town centre and Longbridge will create jobs. The planned regeneration of the railway station should help access to employment sites within the District, including the town centre. Transport planning will also need to be built into the Longbridge designs.

Block D: Improving Health and Well Being

- 3.6 The key contribution that the Council can make to this block is improving people's lifestyles through supporting community sports organisations and through direct leisure provision e.g. the Dolphin Centre. The District's population is relatively affluent and therefore relatively healthy. With Haybridge and Woodrush sports centre transferring out of the Council's control and similar plans to transfer the Dolphin Centre into a charitable trust, direct leisure provision is not a priority for the Council. Worcestershire is also fortunate to have higher than national average participation rates in sports and participation in sports clubs; however, the Council has in the past invested in a number of capital schemes for sport e.g. hockey pitch, without providing revenue funding to ensure community usage beyond the clubs who have benefited. With the apparent desire for residents to see more facilities for young people, the Council needs first to ensure that it has sufficient community sports officer to make best use of its existing provision and develop any new provision. Making best use of existing provision should extend to the transfer of direct leisure provision. The usage of the Dolphin Centre (see 4.10) is a particular concern.

Block E: Meeting the Needs of Children and Young People

- 3.7 The Council has a minor role in delivering this block; however, the Council does need to ensure it has adequate procedures in place for child protection and ensure that its work on leisure and sport supports our children's general health and well being.

Block F: Stronger Communities

- 3.8 This block includes increasing the ability of residents to influence decisions affecting the Council, diversity, supporting the voluntary sector, increasing volunteering, increasing the usage of the Customer Service Centre and increasing the number of bus journeys. The Council already has a high capacity community engagement model, compared to many districts. The Council runs two “town hall” meetings a year, is piloting two area committees and ensure senior officer representation at PACT meetings. Similarly, the Council has invested in diversity and operates an Equalities Forum that through this budget cycle will make a number of budget bids. The Council is exceeding its LAA Customer Service Centre target, is ahead of most councils in Worcestershire with the voluntary sector Compact; however, this is not supported with grants to the third sector, when compared to neighbouring districts. The Council has recently responded to the Integrated Transport Strategy consultation, established a Member/officer working group with a focus around the planned railway station redevelopment and community transport links.

District Community Strategy

- 3.9 The Council has a statutory responsibility to produce a Community Strategy, which provides a long term vision and strategy for the District, bringing together the public sector organisations operating in the District, the voluntary sector and private sector. The District’s Community Strategy is currently in draft and out to consultation. Based on the analysis of Bromsgrove District above, the following draft priorities have been agreed by the LSP Board (subject to Full Council approval in November).

- Fear of crime
- Environment (biodiversity and reducing carbon emissions)
- Town centre redevelopment
- Longbridge regeneration
- Health and well being (increasing physical activity, ageing well scheme for older people and reducing smoking)
- Children and young people (qualifications, safety, sport and volunteering).
- Older People (lifelong learning, transport and involvement)
- Housing (impact of migration and affordable housing)

- 3.10 Specific targets for each of these provisional priorities exist, cross referenced to the LAA.

- 3.11 Clearly there is a very strong synergy between these priorities and the Council's currently priorities, in particular, the town centre, Longbridge and housing. The Council is not the lead organisation for some of the priorities e.g. crime, children and young people, older people; however, the Council should contribute to these and needs to consider whether its existing priorities should be updated to reflect the Community Strategy priorities.
- 3.12 Crime, particularly, low level crime is an issue for our residents as evidenced anecdotally at PACT meetings (see also consultation section below). Youths hanging around and causing general mischief or worse, seem to be a particular issue within the District, so possible new priority around making our communities safer and better for young people may be worth consideration. The Council already has an established Crime and Disorder Reduction Partnership and actively supports PACT meetings, so any budget expansion in this area is likely to be around provision for children and young people.
- 3.13 Another key fact to emerge from the development of the Community Strategy is the predicted expansion of our older population. Our population is set to expand by 15.3% (2004 to 2029), but there are significant variations in the age growth. Our 30 to 39 population is set to decrease by 4.7% while our 70-79 population is set to increase by 50% and our over 80s population by 123.3%. The County Council already has to respond to the increase in the County's older population, in particular, people helped to live at home and more intensive care for the frail elderly. On this basis, it is probably not appropriate that the Council makes Older People a priority, as our ability to impact on this priority is marginal; however, we should consider how we shape our services towards the changing demographics. We may need to adjust our leisure provision and probably need to consider transport access, in particular, community transport. Redditch District Council currently supports a fleet of six community buses, we have none. This issue has already been raised by the Council's Equality Forum. The LSP Board are beginning to fund the establishment of an Older Person's Theme Group and Forum, but funding will be required from the Council and its partners in order to make visible service improvements for this age group.
- 3.14 The estimated expansion of the population also poses issues around planning for housing and supporting infrastructure, including transport. Bromsgrove District Council has been operating a housing moratorium since July 2003; this policy was introduced to restrict housing growth to levels identified as sustainable in the Worcestershire structure plan. Permission for new housing is restricted, with the key restriction being that proposals are for 100% affordable housing. Much of the development currently taking in place in Bromsgrove is the building out of planning permissions granted before the moratorium took place.
- 3.15 The Regional Spatial Strategy introduced in 2004 has now given us new targets for residential development although these are currently under

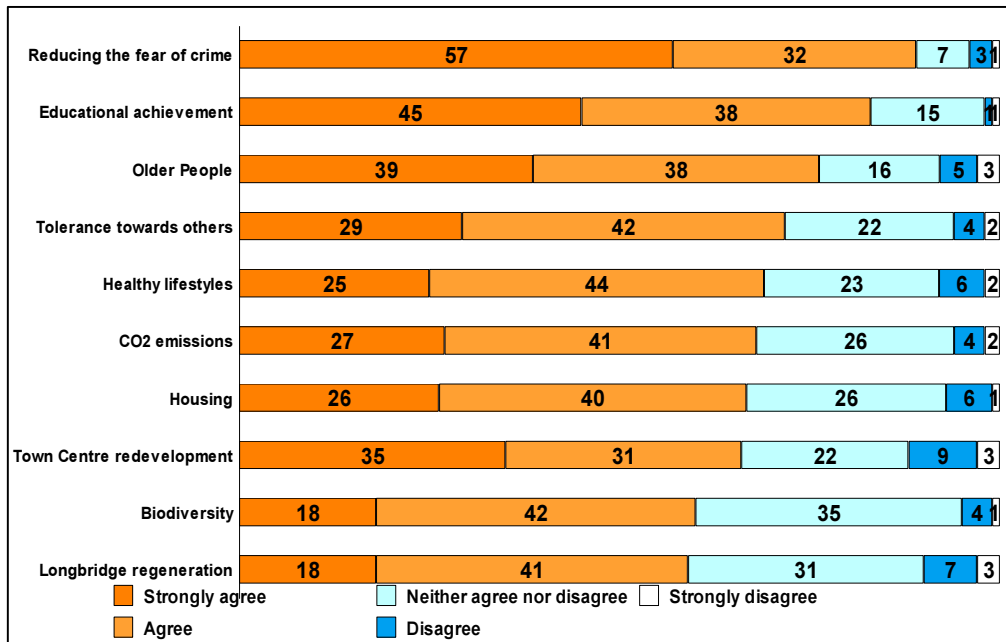
review. This new target (to be published for consultation on the 24th September 2007) will indicate the level of house building required in Bromsgrove up to 2026. The moratorium remains in place because whilst we have not exceeded the total number of new dwellings required under the RSS, we have significantly exceeded the phased targets. The phased target for number of new dwellings to April 2007 is 1596 and we have built in the region of 2650 dwellings. The housing target allocated to Bromsgrove through this review will take into account this previous development. For the foreseeable future we cannot release open market housing sites as we have no policy to be able to control them. If we released them without control we would potentially very quickly surpass these new targets, and be faced with a moratorium which could last up to 2026. It is the council's intention to review the current moratorium and replace it with a new policy which will phase the release of new housing sites over the period up to 2026. The fact that we have met our phasing target on the current figures up to 2017 means there is no pressing need to amend this policy from a housing supply perspective. In short our ability to increase our supply of affordable housing is very limited, outside of the town centre regeneration scheme, Longbridge regeneration scheme and any new future housing allocation from RSS2. The District is not an area of identified growth in RSS2; the District's housing allocation could be as little as 3,000 or as high as 13,000, if we have to take some of Redditch District Council's housing allocation.

- 3.16 The Council is also currently has a nil star rating for its strategic housing service. This rating was primarily due to previous corporate policies on affordable housing or the lack of policies and practice around performance management, customer service and equalities. Based on the nil star and recent housing green paper from Central Government we should consider retaining housing as a priority.

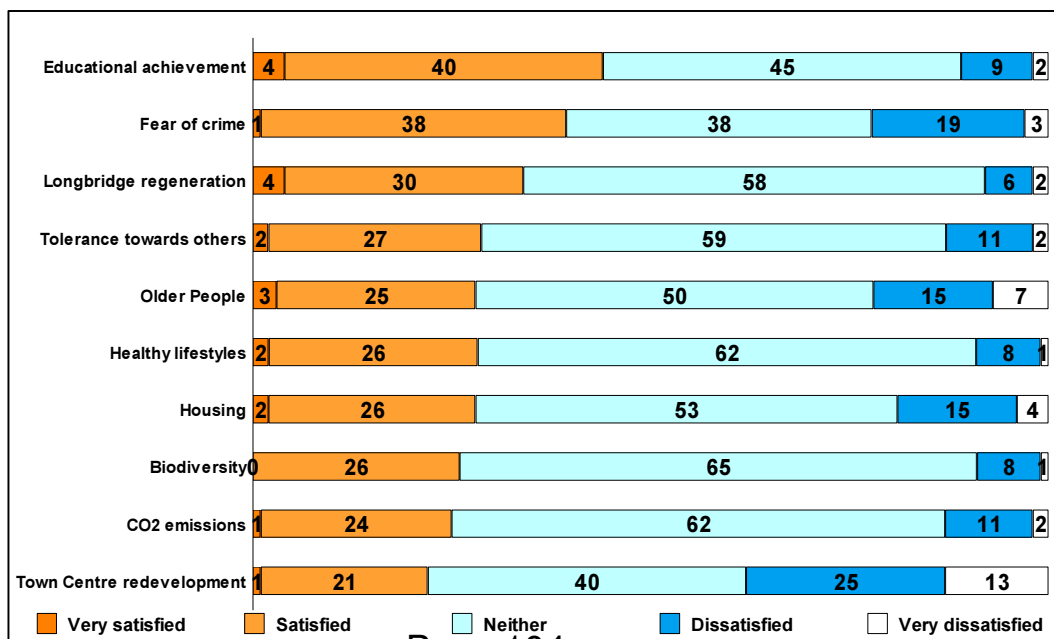
4. Consultation

Customer Panel Results

- 4.1 The Council has recently received the draft survey results for its first Customer Panel. The Panel were asked about their agreement with the draft Community Strategy priorities:-



- 4.2 9 out of 10 (89%) agreed that reducing the fear of crime should be a priority, but interestingly tolerance towards others (a Community Strategy priority that was focused about tolerance towards young people and is now referred to as Children and Young People) was a priority for 71% of respondents. The town centre is only a priority for 66% of residents; however, the Panel were also asked about their satisfaction with each priority:-



4.3 Residents' priorities and satisfaction generally match i.e. high priority, higher level of satisfaction with performance; the one significant change is the town centre, with only 22% being very satisfied or satisfied. Residents' comments included:-

“Do not see any evidence of progress or work done.”

“How do we know what you have achieved, most of the above are not visible.”

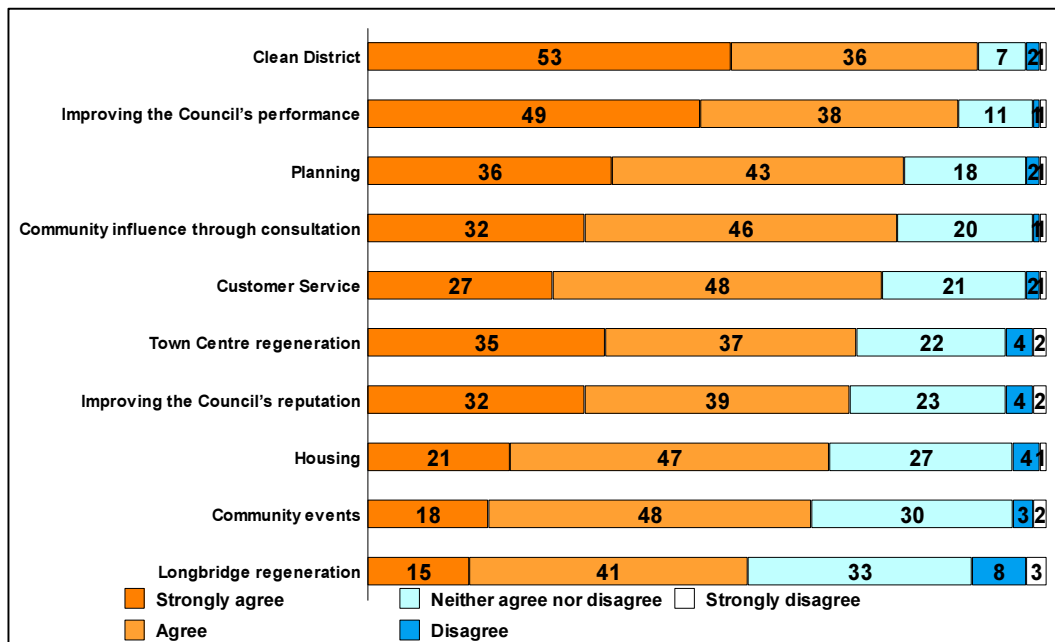
“I have no knowledge about whether or not the Council are doing anything towards achieving these priorities, so can only presume they are doing nothing.”

“It is all talk, fine words but very little action. They come up with grandiose schemes that you know will never come to fruition.”

“It is slow to take affect, has been going on for years, just talking no action.”

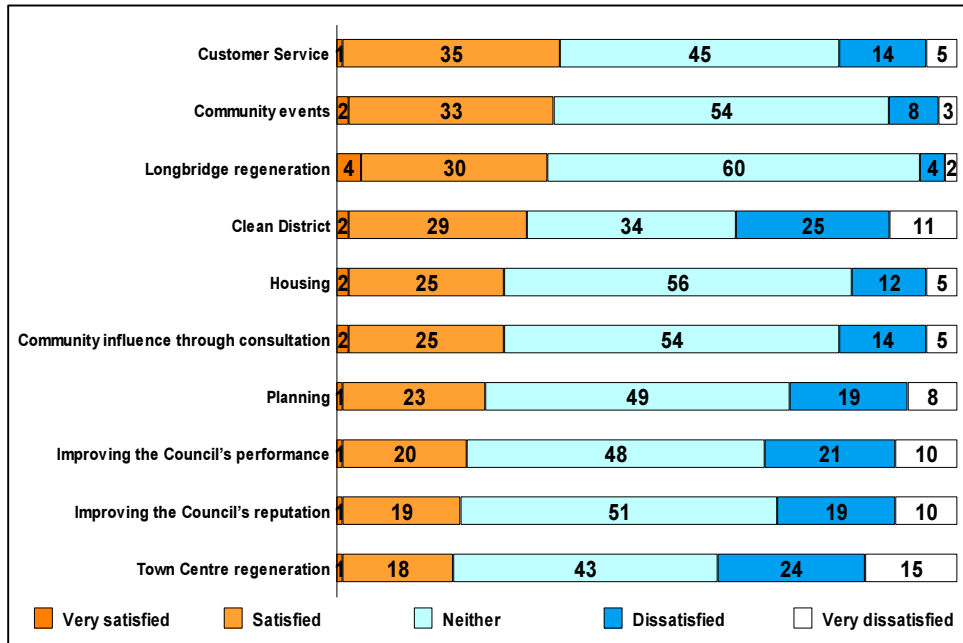
4.4 Some of the Council's projects are going to take a long time to come to fruition e.g. town centre, Longbridge, but the Council could undertake short term measures to begin to change this perception e.g. upgrade public toilets in the town centre, better community events for the town centre etc.

4.5 The Panel was also asked about the Council's own priorities, as published in the Council Plan 2007/2010. The results were as follows:-



4.6 A clean District is the top priority for residents. This is consistent with feedback from PACT meetings.

4.7 The Panel were then asked about their satisfaction with each priority.



4.8 Customer Service is the highest. This result is not consistent with the anecdotal feedback from many Members. 72% of users of the Customer Service Centre, would recommend it to a friend. The Panel are least satisfied with the town centre regeneration. When asked about other priorities the following types of response were given:-

“Local centre development (e.g. village) - why only Bromsgrove town?”

“Tough on crime.”

“More attention given to outlying parts of the area, not just Bromsgrove area.”

“Refuse is still an issue.”

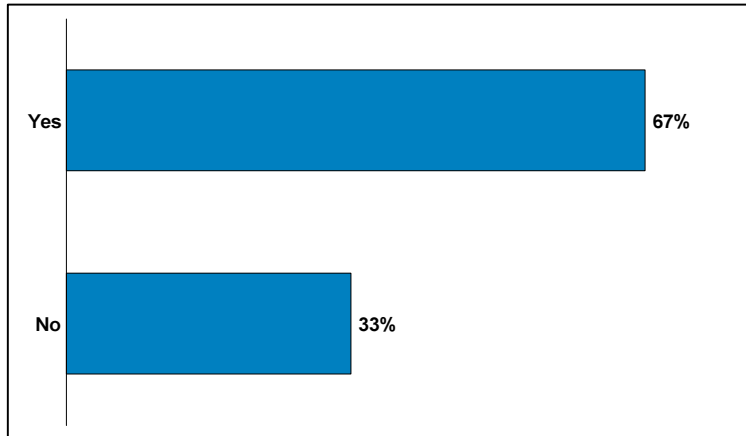
“Rubbish collection, more road sweepers.”

4.9 More specific questions were asked about customer satisfaction (see section 5), but a number of key results need to be fed back from this part of the survey.

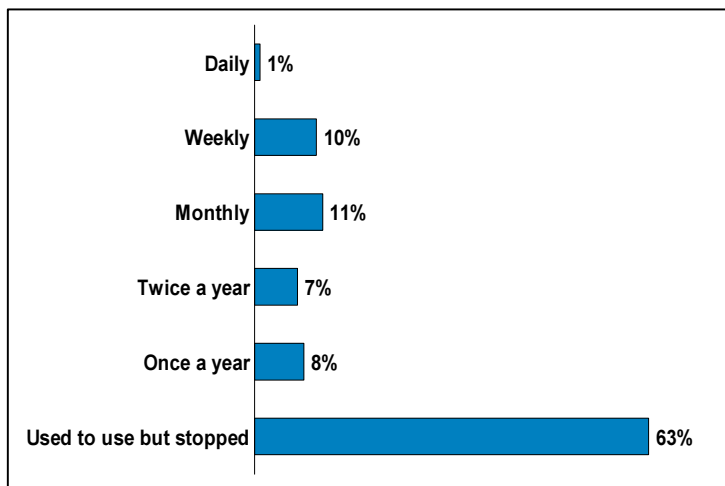
1.1 Support for suspension of green waste collection during winter.

The Council suspended the green waste collection for the winter period because evidence demonstrated a much reduced requirement for the service in this period, and reduced the environmental impact of having (on occasion) empty vehicles being driven around the District.

Two thirds (67%) supported the decision, 61% in males and 72% in females, rising to 77% in under 35s.



4.10 The usage of the Dolphin Centre clearly demonstrates the lost custom and therefore lost income from inadequate facilities

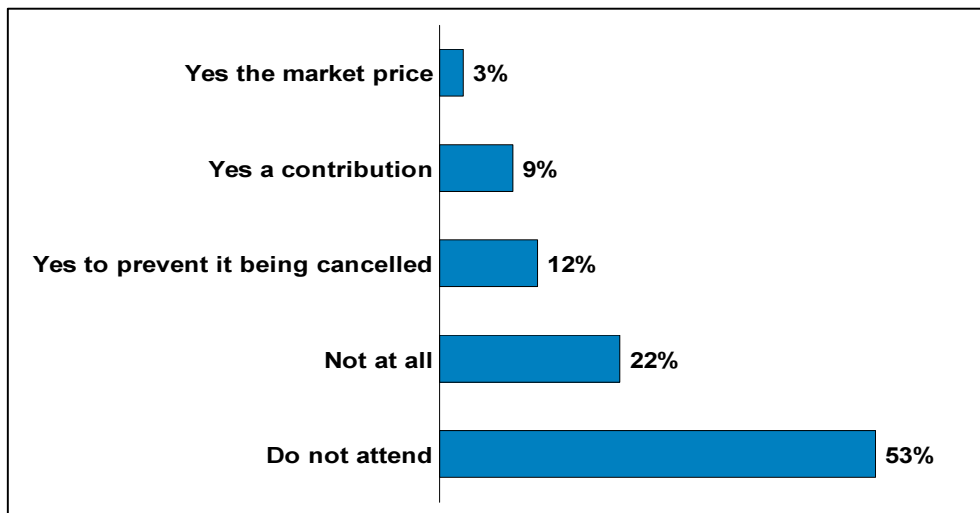


4.11 The public's propensity to contribute to the bonfire night was as follows:-

1.2 Propensity to contribute towards the cost of funding Bonfire night.

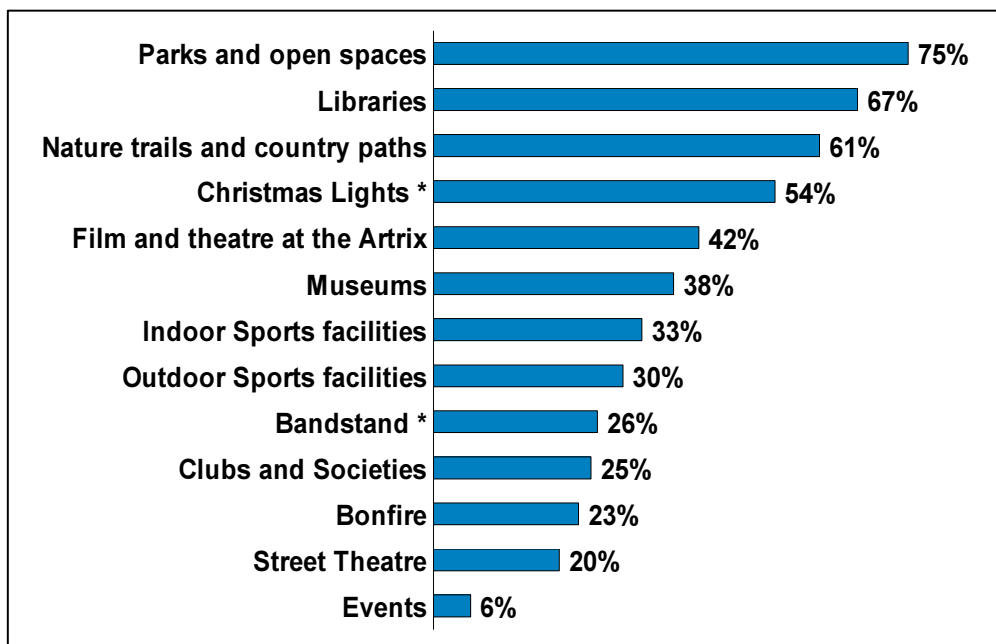
One quarter (25%) of respondents would be prepared to contribute towards the cost of staging the Bonfire. This ranged from 20% in males to 30% in females and from 21% in 55 or older to 37% in under 35s.

Would you be prepared to contribute towards the cost of staging Bonfire night?



4.12 For cultural and recreational activities, events, the street theatre and bonfire night scored surprisingly low, which contradicts previous focus group consultation. The difference is probably the District wide nature of this consultation exercise.

Cultural and recreational activities available which are of interest



“Glad or Grumpy” Campaign

4.13 As part of the “Glad or Grumpy” campaign, the Bromsgrove Partnership’s consultation on the draft Community Strategy is still on-going, but initial results suggest that following things make people feel “glad” about living in the District:-

- Low crime.

- Sanders Park / Artrix.
- Recycling.
- Community activities (bandstand, fireworks night etc.).
- Improved schools and colleges.
- Specific examples of health care.

4.14 While the following things make them grumpy:-

- Town centre.
- Car parking charges.
- Toilets in town centre.
- Town centre library.
- Dolphin Centre.
- Poor range of shops.

4.15 The Council has also recently completed the statutory Best Value Satisfaction survey. Most of this is dealt with in the next section on performance, but the survey identified the following priorities for improvement:-

Priorities for Improvement	
Which of the following (standard list) do you think most needs improving	
Issue	Percentage of respondents
Road and pavement repairs	47
Traffic congestion	41
Activities for teenagers	40
Crime levels	40
Public transport	34
Clean streets	32
Health services	25
Affordable decent housing	21
Shopping facilities	21
Facilities for young children	12
Job prospects	10
Sports & leisure facilities	10
Pollution	9
Cultural facilities	9

Parks & open spaces	8
Community activities	8
Education provision	6
Wage levels & local cost of living	6
Access to nature	4
Race relations	0

4.16 Interestingly, the first five are not the responsibility of the Council and the first one is street cleansing (see 4.5).

5. Performance Position

Best Value Satisfaction Survey Results

5.1 The headline customer satisfaction results for the Council are as follows:-

Ref	Description	2003/04 Result	2006/07 Result	Quartile
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Corporate Health

BV3	Overall Satisfaction with the way the authority runs things	48%	51%	3
BV4	Satisfaction with complaint handling.	25%	31%	4

Environment

BV89	Satisfaction with street cleanliness	61%	62%	4
BV90a	Satisfaction with waste collection.	83%	76%	3
BV90b	Satisfaction with waste recycling (local facilities)	71%	76%	1

Culture

BV119a	Satisfaction with sports and leisure facilities	45%	53%	4
BV119b	Satisfaction with libraries	n/a	72%	3
BV119c	Satisfaction with museums / galleries	25%	27%	3
BV119d	Satisfaction with theatres / concert halls	n/a	33%	3
BV119e	Satisfaction with parks and open spaces	71%	76%	2

Planning Satisfaction survey

BV111	Satisfaction with planning service by those making a planning application	69%	56%	n/a
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Benefits Satisfaction Survey

BV80a	Satisfaction with contact with the office	78%	79%	n/a
BV80b	Satisfaction with service in the office	78%	83%	n/a
BV80c	Satisfaction with the telephone service	73%	72%	n/a
BV80d	Satisfaction with staff in the office	83%	84%	n/a
BV80e	Satisfaction with forms	62%	61%	n/a
BV80f	Satisfaction with speed of the service	78%	74%	n/a
BV80g	Overall Satisfaction with the service	82%	82%	n/a

5.2 Comparison of satisfaction survey results with other authorities in the county

BVPI No.	1.3 Description	Bromsgrove	Malvern Hills	Wychavon	Worcester City	Redditch	Wyre Forest
CORPORATE HEALTH							
3	Overall Satisfaction with the way the authority runs things	51%	57%	65%	61%	54%	50%
4	Satisfaction with complaint handling	31%	36%	45%	42%	35%	37%
ENVIRONMENT							
89	Satisfaction with street cleanliness	62%	74%	77%	69%	72%	62%
90a	Satisfaction with waste collection	76%	87%	84%	79%	87%	67%
90b	Satisfaction with waste recycling (local facilities)	76%	86%	80%	72%	79%	73%
1.4 CULTURE							
119a	Satisfaction with sports and leisure facilities	53%	61%	66%	66%	56%	65%
119b	Satisfaction with libraries	72%	-	80%	75%	-	82%
119c	Satisfaction with museums / galleries	27%	49%	37%	60%	33%	42%
119d	Satisfaction with theatres / concert halls	33%	79%	38%	57%	53%	32%
119e	Satisfaction with parks and open spaces	76%	85%	81%	74%	78%	76%

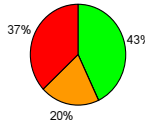
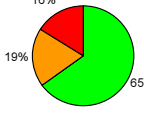
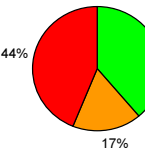
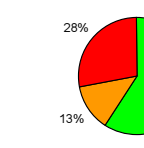
5.3 Summary of issues

Issue	Comment
Satisfaction with complaint handling is bottom quartile	New Complaints handling system being introduced in January 2008.
Satisfaction with street cleanliness is bottom quartile, 19% of respondents think this has worsened in the past three years and is seen as a priority for improvement	Possible area for additional funding in future years and priority.
The top five items identified by respondents as priorities for improvement are in areas which are not the responsibility of the Council	Road & Pavements is a problem that County are beginning to recognise. Crime levels and activities for teenagers may well be a future priority for the Council. The Council has recently established a scrutiny task group on public transport and established a Transport LSP theme group
The proportion of respondents who feel very or fairly well informed about the services provided by the council is, at 39%, ten	The Council has recently invested in a new Communications and Customer First manager

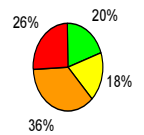
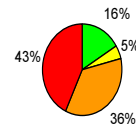
percentage points below the average for District Councils	
A majority of respondents believe that the Council does not provide good value for money	The Council needs to make visible improvements to help drive perception and continue to improve communications
Respondents were split 50/50 as to whether the Council is well run and efficient or not	Given the "Poor" rating this is surprisingly good. We need to move to Fair and onto Excellent
A majority of respondents believe that the Council does not act on the concerns of local residents	Increase co-ordinated consultation and ensure feedback
Respondents were split 50/50 as to whether the council promotes the interests of local residents or not	Continue with improved press coverage and deliver large projects – Town Centre, Longbridge and Train Station
A majority of respondents believe the Council is remote and impersonal	Review Customer First strategy and incorporate new access strategy. Improve Customer Service Centre and links to the back office. Improve communications on how to contact the Council

Performance Targets and Predicted Outturn

5.4 Performance, as measured by BVPI's, improved considerably during 2006/07, compared to the year before, as the tables below demonstrate. Figures are taken from the Annual report 2006/07 and 2005/06 quartile positions were used in this analysis.

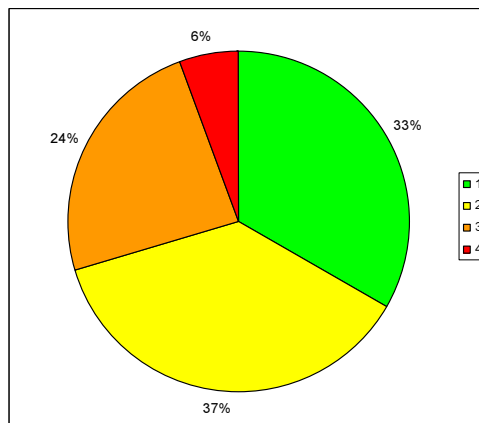
Performance against target	2005/06	2006/07	2005/06	2006/07
Performing above target	43%	65%		
Performing below target within 10% of target	20%	19%		
Performing below target by more than 10%.	37%	16%		
Performance Trends	2005/06	2006/07	2005/06	2006/07
Performance Improving	39%	59%		
Performance steady	17%	13%		
Performance declining	44%	28%		
Quartile	2005/06	2006/07	2005/06	2006/07
	6			

Performance in Top Quartile	16%	20%
Performance in 2 nd Quartile	5%	18%
Performance in 3 rd Quartile	36%	36%
Performance in 4 th Quartile	43%	26%

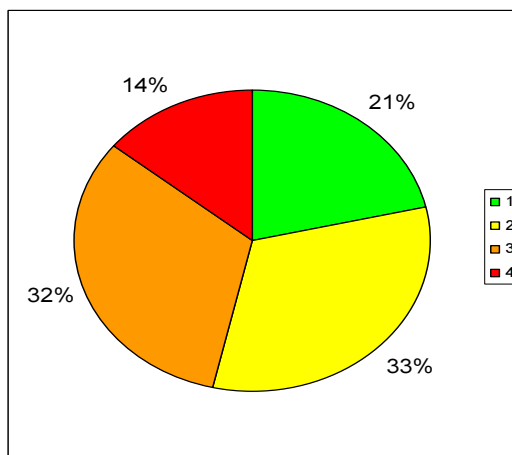


5.5 However, our position in the quartiles 'league table' is determined not only by our own performance but also how well other authorities are performing. Using provisional quartile information now available for 2006/07 then analysis of our forward targets shows that by 2009/10 we can only expect just over 50% of our BVPI's to be above the median, and this figure is likely to decline as quartile positions improve further in the intervening years.

Quartile spread 2009/10 targets
Using 2005/06 quartiles



Quartile spread 2009/10 targets
Using 2006/07 quartiles



- 5.6 Therefore, in order to improve our standing in the quartiles 'league table' to a similar level as 'Fair' authorities and assuming that we will have a second Corporate Assessment in late 2008 we now need to lift our performance even higher than currently planned, which may require re-allocation of resources to achieve.
- 5.7 Looking at forward priorities the areas where consideration should be given to improved performance, supported by increased resources if required, are as follows:-

Street cleanliness and waste collection

- 5.8 The triennial best value satisfaction survey results for 206/07 have recently been analysed, they show that satisfaction with street cleanliness is bottom quartile and the lowest figure compared to other authorities in the County; satisfaction with waste collection is 3rd quartile and second lowest of authorities within the county. A significant minority of people (19%) think that keeping public land clear of litter has got worse over the past three years; similarly 20% think that collection of household waste has worsened in the last three years. In the anti-social behaviour element of the satisfaction survey 41% of respondents think that 'rubbish and litter lying around' is a big or fairly big problem, which is two percentage points higher than the national average for all District councils. Correlating this with BVPI results shows that BVPI 199a – land & highways assessed as having unacceptable levels of litter is currently bottom quartile and even with planned improvements will only be 3rd quartile in 2009/10. BV199b – unacceptable levels of graffiti is currently bottom quartile but future targets should bring that up to 2nd quartile in 2009/10. BV199c – unacceptable levels of fly posting is currently 3rd quartile and is not expected to move by 2009/10. The BVPI's for waste collection are not particularly helpful as they tend to contradict one another.

Customer Service

- 5.9 Performance at Customer Service centre continues to be mixed, with higher call volumes than other CSC's in the county, which it does not have the capacity to deal with effectively. Call volume and performance issues are exacerbated by service and communication failures between the back office and the CSC. There are no BVPI's which help assess our performance in this area. However, some of the satisfaction survey results are relevant, to varying degrees. Satisfaction with complaint handling is bottom quartile and the lowest of authorities in the county. Only 39% of respondents feel very or fairly well informed about the services provided by the Council, compared to a national average of 49%

for all District Councils. 60% of respondents think that the Council is remote and impersonal and 52% of respondents think that the Council does not act on the concerns of residents.

- 5.10 Housing Benefit performance has been dogged by difficulties with IT systems which has kept some of the BVPI measures below median performance, BV78a – average number of days taken for processing new claims is currently 3rd quartile and although future targets are improved there is a slight risk that improvements in other councils could keep us in the 3rd quartile on present future targets. However, satisfaction with the benefits service is high at 82% overall satisfaction

Community Cohesion

- 5.11 Crime figures, although much improved, are still high in comparison. Based on current targets (new targets awaited from Police) burglaries and robberies will continue to be bottom quartile in 2009/10 and vehicle crimes in the 3rd quartile with only violent crime above the median.

Comprehensive Performance Assessment

- 5.12 The Council's first Comprehensive Performance Assessment has recognised that "Bromsgrove have come a long way, from a very low base, in the past year"; however, the 2005/06 performance results were "unimpressive" and the public will not have noticed much difference as a result of the improvements the Council has had to make to its governance. Making visible service improvements and placing the customer at the heart of what the Council does are key areas for improvement before the next assessment.

6. Strategic Direction

Vision

6.1 The Council's proposed new Vision is:-

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

6.2 This Vision is still considered appropriate.

Objectives

6.3 The current objectives are Regeneration, Improvement, Sense of Community and Well Being and Environment. 6.4 below identifies at least one priority for each objective, so there is no reason to change them. The definitions of each objective are in Appendix 2.

Priorities

6.4 The following five priorities have been identified for this Council Objective:-

Current Priority	Revised Priority	Comment	Report Ref.
Town Centre	A thriving market town.	Lowest satisfaction score on existing priorities.	4.2
Longbridge		Continue to work with partners, but not a priority for most residents.	4.1
Housing	Housing.	Address nil star and reflect housing green paper.	1.3, 2.6
Performance	Delete.	Being addressed through priorities selected.	-
Customer Service	Customer Service.	Overall satisfaction with Council only 51%	5.1
Reputation	Delete.	Previous investment is delivering improvement.	-
Community Influence	Sense of Community.	Merge into new priority reflecting fear of crime, young people, neighbourhoods and events.	2.9, 4.15, 4.2
Community Events	Merge into above priority.	See previous.	2.9, 4.15, 4.2
Planning	Delete.	Performing at top quartile, but need to watch vacancy factor.	-

Clean Streets	Clean Streets	Number one priority for residents.	4.5
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Performance Measures

- 6.5 The performance measures for each priority will need to be “worked up” through the business planning process, budget process and production of the Council Plan 2008/2011 (February 2008 Cabinet). The performance measures for each priority will be along the following lines:-

Priority	Outline Performance Measures
A thriving market town.	Targets to be developed through Area Action Plan process.
Housing	One star service with promising prospects for improvement (in 2008) moving on to 2 star at agreed later date.
Customer Service	<p>Customer Service Centre consistently hitting its targets.</p> <p>Reduction in service failures which lead to calls to the Customer Service Centre.</p> <p>Improved tone of correspondence.</p> <p>Improved customer orientation of “back office” services.</p> <p>Customer satisfaction with the Customer Service Centre.</p> <p>Customer satisfaction with the Council.</p>
Sense of Community	<p>Reduction in headline crime rates e.g. violent crimes, burglary etc.</p> <p>Reduction in fear of crime.</p> <p>Reduction in anti-social behaviour.</p> <p>Facilities for young people (satisfaction with).</p> <p>Community events (satisfaction with).</p> <p>Sense of community (perception measure for residents on being part of a good community).</p>
Clean Streets	Best Value measures of detritus (BV199) with comparative performance being at

	<p>least better than average compared to other English district councils.</p> <p>Increased frequency of cleansing.</p> <p>Area sweepers.</p> <p>Increased education and enforcement activity.</p> <p>Increased focus on hot spots.</p>
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Enablers

6.6 The existing priorities are underpinned by a set of 12 enablers:-

- ✚ Value for money;
- ✚ Financial management
- ✚ Financial strategy
- ✚ Financial reporting
- ✚ Customer processes
- ✚ Improved governance
- ✚ Spatial business project
- ✚ Improved partnership working
- ✚ Learning and development
- ✚ Human Resources modernisation
- ✚ Positive employee climate
- ✚ Performance culture

6.5 These are still considered appropriate for the five proposed priorities; however, one addition could be the inclusion of planning which underpins the town centre regeneration and Longbridge.

7. Financial Position

- 7.1 Based on the five draft priorities set out in 6.4, the attached Excel spreadsheet outlines the required expenditure. This information will be subject to further detailed discussions over the coming months.

Appendix 1

Worcestershire Local Area Agreement Outcomes

Communities that are safe and feel safe

- A1. To reduce crime.
- A2. To reassure the public reducing the fear of crime.
- A3. To reduce the harm caused by illegal drugs.
- A4. To build respect for communities and to reduce anti-social behaviour.
- A5. To improve the quality of life for the people of South Worcestershire by reducing crime and deliberate fires
- A6. To improve the quality of life for the people of Redditch by reducing crime and deliberate fires
- A7. To improve the quality of life for the people of Wyre Forest by reducing crime and deliberate fires
- A8. To reduce the harm caused by young offenders to the wider community

A better environment for today and tomorrow

- B1 To have cleaner, greener and safer public spaces
- B2 To reduce greenhouse gas emissions and adapt to the impacts of climate change
- B3 To reduce waste and increase recycling
- B4 To protect and improve Worcestershire's natural environment / biodiversity

Economic Success

- C1. To develop a vibrant and sustainable economy
- C2. To develop the economic infrastructure
- C3. To improve the skills base of the local population
- C4. To ensure access to economic benefits

Improving health and well being

- D1. To increase life expectancy and reduce morbidity in adults
- D2. To reduce incidence of coronary heart disease and cancer
- D3. To improve the quality of life of older people
- D4. To improve the quality of life of older people with a limiting long term illness
- D5. Health inequalities
- D6. Improved life choices for people with mental health problems

Meeting the needs of children and young people

- E1. To improve access to and take up of integrated local preventative services
- E2. To develop inclusive communities by increasing the level of educational attainment
- E3. To increase participation in education and training
- E4. To improve the life chances of vulnerable children and young people
- E5. To enrich the experiences and development of children and young people through activity and positive contribution
- E6. School Travel Advisors – Be Healthy
- E7. To increase life expectancy and reduce morbidity of children and young people
- E8. LTP4 mandatory outcomes

Stronger communities

- F1. To increase the availability of affordable, appropriate and decent housing
- F2. To increase opportunities for recreation, leisure and culture for all
- F3. To develop an inclusive community which empowers local people to have a greater voice and influence over local decision-making and delivery of services
- F4. Empower local people to have a greater choice and influence over local decision making and a greater role in public service delivery
- F5. To improve passenger transport, leading to improved accessibility and an increase in passenger numbers
- F6. To improve access to services
- F7. To reduce income deprivation including child and pensioner poverty
- F8. To reduce the impact of traffic congestion upon Worcestershire
- F9. To improve the quality of life for people in the most disadvantaged neighbourhoods (Oldington and Foley Park Ward) and ensure service providers are more responsive to neighbourhood needs and improving their delivery

Council Objective Definitions

Council Objective 1 - Regeneration

This Council Objective can be defined as:-

- Improving the physical fabric of the District, in particular, the town centre and Longbridge site.
- Improving the living environment of the vulnerable, in particular, eliminating fuel poverty, reducing the gap in serious accidental injury, and the indoor living environment in so far as it affects respiratory health (cold, damp, indoor pollution).
- Ensuring quality and choice in the local housing market across all tenures with the availability of sufficient decent, affordable and sustainable housing to meet the needs of all of the District's residents including those with special housing needs.
- Improving people's lifestyle choices, including diet, smoking and physical activity.
- Ensuring a strong, prosperous and competitive local economy which creates wealth in order to support the level of investment required to close the gap of inequality; contributes to the region's economy and enable people to improve their quality of life.
- Securing public and private investment in the above factors in order to lever in sufficient investment to tackle these issues.
- Reducing inequalities wherever these exist within our District.
- Improving household incomes through increasing economic activity by promoting enterprise and entrepreneurship and the take up of employment opportunities through improved access to jobs, employment growth (both public and private) and improving people's skills (both young people's and adults). Where people are genuinely unable to work ensuring that people take up the full benefits to which they are entitled.

Council Objective 2 - Environment

This Council Objective can be defined as:-

- Ensuring the District offers a quality living environment for everyone, with access to good facilities including clean and attractive open spaces.
- Sustaining this quality living environment for future generations.

- Waste collection, recycling and disposal.
- Maintaining and fostering the District's biodiversity.
- Maintaining our rural communities.
- Balancing our green belt whilst responding to the economic development needs of the District.

Council Objective 3 - Sense of Community and Well Being

This Council Objective can be defined as:-

- Ensuring the District's residents has a good cultural "offer" which encourages a sense of community.
- Providing effective community leadership.
- Promoting active citizen engagement in the democratic process.
- Ensuring people are able to access services whatever their circumstances.
- Ensuring the value and contribution of the diverse communities in our District is recognised and celebrated.
- Improving the social capital of our communities and developing sustainable and cohesive communities.
- Enabling people to enjoy a high quality independent life in their own homes and communities for as long as possible and when this is no longer possible ensuring more intensive care is available.
- Ensuring the Council fully embraces the "Every Child Matters" Agenda: that our children and young people are: healthy, stay safe, enjoy and achieve, make a positive contribution, achieve economic well being and can access services.
- Reducing crime and the fear of crime within our communities.
- Ensuring access to lifelong learning opportunities for learning and creativity to help everyone achieve their potential for quality of life and prosperity.

Council Objective 4 - Improvement

This Council Objective can be defined as:-

- Providing an excellent customer experience including choice where possible.
- Maintaining a clear focus on our citizens' priorities.
- Making the best use of new technologies to improve services whilst reducing costs.
- Driving out efficiency savings and making the best use of our assets in order to further invest in our priorities.
- Making appropriate use of management systems e.g. risk management, performance management and project management.
- Ensuring we recruit the right staff and retain and develop their skills.
- Achieving public confidence in our prudent financial management, service delivery and corporate governance through positive external audit and inspection feedback.
- Maintaining a level of council tax from which the public feel we make good use of the money we spend and reflects the quality of services they receive.
- Ensuring we seek out, listen, respect and represent the views of our diverse citizens and communities.
- Communicating consistently to our citizen's and communities.
- Actively involve our citizens and communities in the design and delivery of our policies, strategies, plans and services.
- Joining up and integrating services both within the Council and with our partners making the best use of new technologies.
- Tailoring the mix of customer service, community leadership and democratic engagement to fit the particular circumstances of each community.

BUDGET OPTIONS 2007/08 - 2010/11

	08/09 £'000	09/10 £'000	10/11 £'000	Comments
Planned Gross Expenditure	34,677	34,327	34,327	
Less Planned Income	-17,335	-17,463	-17,463	
Planned Net Expenditure	17,342	16,864	16,864	
Less :				
Capital Charges	-5,013	-5,013	-5,013	
Contributions to/from reserves	-55	-62	-62	
Investment Income	-284	-181	0	Based on 4.5% each year
Recharge to Capital Programme	-130	-133	0	
Net Operating expenditure	11,860	11,475	11,789	
Contribution to/from(-) balances	-463	415		
Revenue Support Grant	-4,825	-4,921	-4,921	Based on 2% 08/09 & 09/10
				Based on nil increase in tax base (impact
Council Tax 4.99%	-6,572	-6,969	-7,317	of)number of recent revaluations
Net Position	0	0	-449	

Key Assumptions -2010/11

pay awards & inflation			363	Based on 2.95% increase + increment
inflation - spend			206	Based on 2.5% increase in inflation
inflation - income			-142	Based on 2.5% increase in income
Additional base funding required			427	

Strategic Budget Options

Priority 1 - Town Centre

- e.g. project manage		25	25	
- e.g. communications	120	120	120	

Priority 2 - Streetscene and WM

Cleansing:

- increase publicity & awareness	15	15	15	
-new staff - enforcement	25	25	25	
-new staff - hit squad	50	50	50	2 fte for hit squad for hot spots
-new staff - operatives for new equipmer	50	50	50	2 operatives for sweeper:
-new equipment - mechanical sweeper	14	14	14	Maintenance & fuel costs
-new equipment - hit squad vehicle	6	6	6	Maintenance & fuel costs

Recycling: to give 100% cover in district

-new staff - operatives for new equipmer	50	50	50	2 operatives for vehicle
-new equipment - transit to cover narrow road	7	7	7	Maintenance & fuel costs

Loss of interest on capital

9	9	9	Based on 4.5% loss
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Priority 3 - Customer Service+A23

- bank of retained staf	48	50	51	Based on 2 fte (scale 4/5
- NVQ for back office staff	2	2	2	Issue with additional pay of successful ' Professional support to review our
- review of forms / letters	30	30	30	communication with custome Based on additional staff member to support the new system of local filtering re
- standards board local filtering	30	31	32	member conduct
- hit squad for support to performance target	60	62	0	To appoint 2 employees to provide support and cover to ensure performance is maintained at a high quality level. 2yr fl

BUDGET OPTIONS 2007/08 - 2010/11

	08/09 £'000	09/10 £'000	10/11 £'000	Comments
Priority 4 - Sense of Community				
- area committees - additional clerk to suppo	30	30	30	Increase in area cttes included in 08/09 budget to £24k
- neighbourhood warden:	72	73	75	Based on 3 wardens - potential to request external funding ?
- sports development staf	60	62	63	Based on 3 sports assistants - potential to achieve external funding '
- longbridge housing assessment	40			To identify how to make best use of land available to the Council - to resource with Birmingham
- change Xmas lights	25	25	25	To make Xmas lights more attractive withii the town.
- Develop safe guarding policy for children & young people	3			To support the development of a policy for safeguarding of children & young peopl
- Develop compact - small grants to local charities and businesses	3	3	3	To support local charities by granting smal donations - issue of other bodies requesting funds ?
Priority 5 - Housing				
<u>- no budget bids required:</u>				
Additional Strategic Budget Options	749	739	682	
Additional Budget Headroom				
New Schemes to meet Prioritie:	250	250	250	Additional headroom for new schemes approved by member:
Efficiency Target 3%	200	200	200	Based on 3% of non employee costs
Known unavoidable pressures				
Loss of income from Burcot Room	30	30	30	No rental anticipated since HPU vacated room
Loss of income from Highways worl	50	50	50	Income left in budget (needs further analysis) from carriage crossings and other highways contract:
Staff currently paid by PDC	51	103	104	Staff permanently employed under PDG - phased into base budget from 2008/0!
Income from Phase 2 Dolphin	60	60	60	Income target set in budget on basis of Phase 2 being undertaken - not achievable with Leisure trust transfer
RSG not increasing by 2%	96	96	96	It is anticipated that there will be no increase in RSG
Total Unavoidable (so far)	287	339	340	
Total Expenditure Required	1,486	1,528	1,899	

BROMSGROVE DISTRICT COUNCIL

CABINET

5 SEPTEMBER 2007

JUNE (QUARTER 1) PERFORMANCE REPORTING

Responsible Portfolio Holder	Councillor Roger Hollingworth Leader of the Council Councillor Geoff Denaro Cabinet Member for Finance
Responsible Head of Service	Hugh Bennett Assistant Chief Executive Jayne Pickering, Head of Financial Services

1. SUMMARY

To report to Cabinet on the Council's performance at 30th June 2007 (period 3/quarter 1).

2. RECOMMENDATIONS

- 2.1 That Cabinet notes that 67% of indicators are improving or stable at the quarter end, (compared to 80% in the previous period).
- 2.2 That Cabinet notes that 65% of indicators are achieving their targets at the quarter end, (compared to 66% in the previous period).
- 2.3 That Cabinet approves the revised targets as proposed in section 4.1.
- 2.4 That Cabinet notes the financial position for both revenue and capital funding for the first quarter of £269k underspend and £126k respectively.

3. BACKGROUND

- 3.1 The format of the quarterly report to Cabinet has been changed to provide an integrated report, both at department and overall council level, of performance, finance and risk issues. Detailed information on performance will continue to be provided as appendices to CMT, Leader's group and PMB. This is the first quarter report new financial year and it includes the revised set of PI's for quarterly reporting.

4. PROGRESS IN THE QUARTER

4.1 Revised targets for PI's are proposed as follows :-

- CSC - 35 seconds or less (currently 20 seconds)
- CSC% of Calls Answered = 75% or more of the answerable customer calls will be answered by the Customer Contact Centre before the customer abandons the call (currently 85%)
- Planning checklist – 94% of planning checklist met (currently 100% - this will be achieved following implementation of the spatial project)

Ref.	Description	Current target	Revised target	Rationale
BV205	Quality of planning checklist	100%	94%	We are currently achieving 83% for this BVPI. This figure will increase to 89% due to a formal agreement with an Urban Design consultant and then further to 94% with the implementation of a project management approach to major planning applications. The 100% target will not be achievable until implementation of the 'spatial' project as the remaining items on the checklist relate to; on-line receipt of planning applications into the back-office system and on-line payment of applications. The target was originally set with the presumption that the spatial project would be implemented during 2007, but it has since been put back until early 2008.
CSC LPI	Average Answer Time (telephone)	20 secs	35 secs	The current targets were taken from generic private sector standards rather than ones that relate specifically to Bromsgrove at this stage in the journey of planned improvement. It is therefore proposed, on the advice of the Improvement Director, to revise the targets so that they are more objective in relation to Bromsgrove and as the Council moves forward with improvement the targets can be adjusted accordingly. This means they can be used constructively to demonstrate improvement rather than negatively to be critical of service. It is important to note that call volumes are generated as a result of an action or lack of action relating to services delivered by the Council and as services improve call volumes will begin to reduce supporting improvement by the CSC. The CSC is currently working across all services to understand what is driving the call volume with objective identifying what action can be

				taken to reduce the volumes and improve overall service.
CSC LPI	% of calls answered	85%	75%	As above

Corporate Services Department	Quarter 1 (June 30th) 2007/08
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Performance Summary

No. of PI's improving (I)	1	No. of PI's meeting YTD target	0	No. of PI's where est. outturn projected to meet target	1
No. of PI's Stable (S)	0	No. of PI's missing YTD target by < 10%	1	No. of PI's projected to miss target by < 10%	0
No. of PI's worsening (W)	0	No. of PI's missing YTD target by >10%	0	No. of PI's projected to miss target by >10%	0

Achievements

Council Plan 2007/2010 published.
 CPA "Poor" result effectively communicated.
 Draft Community Strategy out for consultation.
 Performance clinics helping HoS address performance issues.

Issues

The Corporate Communications, Policy and Performance Team is currently carrying one vacancy (in a small team), but the new person is expected in post at the end of August.

The Team needs to continue its focus on performance, but also step up its work on the Customer Panel, implementation of the corporate complaints system and development of customer standards.

Revenue Budget summary April- June 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Corporate Projects	100	50	50	-	100	-
Policy & Performance	9	2	3	1	9	-
Corporate Management	776	227	196	-31	776	
TOTAL	885	280	250	-30	885	-

Financial Commentary

The budgets include the senior management team together with anticipated costs associated with key projects eg. Longbridge and the successful delivery of the improvement plan.

Culture & Community Services	Quarter 1 (June 30th) 2007/08
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Performance Summary

No. of PI's improving (I)	4	No. of PI's meeting YTD target	3	No. of PI's where est. outturn projected to meet target	5
No. of PI's Stable (S)	2	No. of PI's missing YTD target by < 10%	2	No. of PI's projected to miss target by < 10%	1
No. of PI's worsening (W)	1	No. of PI's missing YTD target by >10%	2	No. of PI's projected to miss target by >10%	1

Achievements

- Reaccreditation of Green Flag Award at Sanders Park.
- Delivery of two new play areas at Callow Brook Park and the former Barnsley Hall Site.
- Major reduction in staff sickness level.
- Establishment of a Community Sports Network for Bromsgrove and success CIF (community investment fund) bids to sport England worth 29k.
- Achieved Sponsorship of the bandstand programme for the next 2 years to ensure the service continues to be provided

Issues

Violent crime and robberies figures remain high and worse than target. Both have been raised at the tasking group and the Police are responding by tasking officers and CID to focus on these issues in Bromsgrove. Officers are also reviewing the profiling of these issues to monitor seasonal peak and troughs ensure that the projected out turns are as accurate as possible, this work will be completed by the end of Aug 07.

Revenue Budget summary April- June 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Arts Services	278	103	96	-7	276	-2
Cemeteries	-35	-8	-11	-3	-35	-
Community Safety	641	174	182	8	658	17
Parks & Open Spaces	900	227	218	-9	913	13
Leisure Facilities	1,113	365	389	24	1171	58
Sport & Recreation General	281	70	66	-4	287	6
TOTAL	3,178	930	940	10	3,272	94

Financial Commentary

- Underspends in relation to staffing vacancies and general supplies and services are offset by shortfalls in estimated income on the Woodrush (now closed) and the Dolphin Centre.

- It was anticipated that the Phase 2 Dolphin Centre would have been in operation by 2007/08 and an income target of £60k was set for this operation. With the delays in this project due to the potential transfer to a leisure trust this income will not be achieved.
- Actions are in place within culture and community to ensure there is a full range of leisure activities in place in order to reduce the impact of the shortfall to income target.
- The overspends in community safety are due to the requirement to use additional resources to support the lifeline operatives.
- There is an additional cost within parks due to the de-silt of the pond at Sanders Park

Capital Budget summary April- June 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Cemeteries	15	3	3	-	14	-1
Community Safety	18	8	8	-	18	-
Parks & Open Spaces	492	74	74	-	492	-
Leisure Facilities	55	-	-	-	55	-
Sport & Recreation General	767	21	41	20	448	-319
TOTAL	1,347	106	126	20	1,027	-320

Financial Commentary

- Extra funding has been granted by The Youth Capital Works for Charford S106 Schemes, to increase the Capital Budget in 2007/08 to £150k. This scheme is underway and is due for completion by the end of July 2007.
- Within the sport and recreation general there are schemes for 2007/08 including the Bromsgrove and Alvechurch Youth Schemes and the development of a pitch at Bromsgrove Hockey Club have seen delays as they are still in the discussion stages.

Planning & Environmental Services	Quarter 1 (June 30th) 2007/08
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Performance Summary

No. of PI's improving (I)	2	No. of PI's meeting YTD target	6	No. of PI's where est. outturn projected to meet target	6
No. of PI's Stable (S)	3	No. of PI's missing YTD target by < 10%	0	No. of PI's projected to miss target by < 10%	0
No. of PI's worsening (W)	1	No. of PI's missing YTD target by >10%	0	No. of PI's projected to miss target by >10%	0

Achievements

Planning performance has remained at the high levels achieved so far this year, with the 4 indicators for planning applications and appeals performing well above top quartile levels throughout the quarter.

Issues

Revenue Budget summary April- June 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Development & Building Control	711	178	98	-79	704	-7
Environmental Health	1,040	261	216	-45	1,015	-25
Licensing	13	3	-7	-10	4	-10
Planning Admin	-9	2	23	21	-4	5
Strategic Housing	3,352	855	876	20	3,359	7
Strategic Planning	624	156	127	-29	612	-12
Economic Development	122	47	42	-5	122	-
TOTAL	5,853	1503	1374	-129	5,811	-42

Financial Commentary

- The current underspends are due to a number of vacancies within the department that

have only recently been filled together with the limited use that the department has had for specialist planning advice that was originally anticipated for the first quarter of the year.

- As the majority of posts have now been filled there will be a reduced underspend by the end of the financial year.

Capital Budget summary April- June 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Strategic Housing	3,616	169	184	15	2,502	-1,114
TOTAL	3,616	169	184	15	2,502	-1,114

Financial Commentary

- The majority of expenditure in 2007/08 to date has been on Disabled Facilities Grants and Discretionary Home Repair Grants- where £80k has already been spent to date. There is however a likely end of year underspend showing on these DFG schemes of (£321k) which is due to the vacant position of manager of this section which may mean there is a delay on spending in these projects until a replacement is found.
- Grants to RSL schemes are also well under way in this year with £104k being spent to date and a total capital budget being £200k. The Grants to BDHT for buybacks, which is a new 2007/08 scheme has already been completed within the year.
- The Extra Care Sheltered Housing- Gilbert Court, Charford project is expected to commence in September 2007. There will be an underspend in relation to this that will be c/fwd into 2008/09.

Street Scene & Waste Management	Quarter 1 (June 30th) 2007/08
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Performance Summary

No. of PI's improving (I)	2	No. of PI's meeting YTD target	9	No. of PI's where est. outturn projected to meet target	10
No. of PI's Stable (S)	3	No. of PI's missing YTD target by < 10%	1	No. of PI's projected to miss target by < 10%	0
No. of PI's worsening (W)	5	No. of PI's missing YTD target by >10%	0	No. of PI's projected to miss target by >10%	0

Achievements

High levels of garden waste collection have resulted in a 50% recycling rate for the first quarter. This will reduce slightly as the year progresses.

Issues

Staff are currently implementing the 2 man working on refuse collection which has met some resistance from teams this has resulted in some worsening of performance on missed collections.

A number of fly tips have been classed as hazardous waste requiring external contractor assistance. This has delayed the timescale for removal.

Revenue Budget summary April- June 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Car Parks	-677	-104	-110	-6	-689	-12
Cleansing	1,270	332	325	-7	1,216	-54
Depot- Misc	-7	72	55	-17	-38	-31
Environmental Enhancements	7	2	3	1	-7	-14
Garage	151	38	34	-4	135	-16
Grounds Maintenance	573	152	151	-1	584	11
Highways	234	69	85	16	351	117
Refuse Collection	2,837	622	659	37	2,881	44
Travel Concessions	427	107	106	-1	426	-1
TOTAL	4,816	1,289	1,308	18	4,858	42

Financial Commentary

- The financial management arrangements within Street Scene are more robust than in previous years as can be seen by the financial position at the end of the first quarter.
- The reasons for the current variations include:
 - Cleansing – current and projected underspends due to vacant posts and improving the efficiency of the service by using less operatives.
 - Highways – shortfalls on projected income as the Highways partnership no longer rent the Burcot Room together with income targets set for general highways and drainage work that is now undertaken by the County Council.

- There is a current phased reduction in the number of operatives carrying out refuse collection and it is anticipated that the overspend on this area will reduce by year end.

Capital Budget summary April- June 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Car Parks	18	-	-	-	18	-
Cleansing	579	192	140	-52	563	-16
Depot- Misc	94	23	13	-11	94	-
Garage	59				59	-
Grounds Maintenance	123	31	18	-13	123	-
Highways	21	-	-	-	21	-
Refuse Collection	603	135	105	-29	393	-210
Travel Concessions	20	-	-	-	20	-
TOTAL	1,517	381	276	-105	1,291	-226

Financial Commentary

- The new 2007/08 Scheme for the 10 year Vehicle Replacement Programme has already incurred expenditure of £124k with the purchase of 2 second hand recycling vehicles and 3 chariot lawnmowers. There will be an underspend at year end due to the reduced cost of secondhand vehicles.
- There has also been £140k that has been spent on Street Cleaning Vehicles and Equipment against a budget of £192k. The new purchases include 1 large sweeper and 3 pick up vehicles which have already been delivered in 2007/08.

Performance Summary

No. of PI's improving (I)	3	No. of PI's meeting YTD target	2	No. of PI's where est. outturn projected to meet target	3
No. of PI's Stable (S)	1	No. of PI's missing YTD target by < 10%	3	No. of PI's projected to miss target by < 10%	2
No. of PI's worsening (W)	1	No. of PI's missing YTD target by >10%	0	No. of PI's projected to miss target by >10%	0

Achievements

BV12 – sickness absence – sickness levels fell in June, following the rise in May, and are now back down to similar levels to the low achieved in April. If sickness can be maintained at the June level then the target will be comfortably met.

Issues

BV12 – continued monitoring and management action is required to ensure target is achieved

Revenue Budget summary April- June 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
HR & OD	68	18	-28	-46	65	-3

Financial Commentary

- Current underspends are due to the relaunch of the member training following the election in addition to the phasing of the corporate training budget in line with training identified in the employees Personal Development Reviews.

Capital Budget summary April- June 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
HR & OD	30	-	-	-	30	-

Financial Commentary

The £30k budget carried forward from 2006/07 is still unspent to date- this scheme has seen delays due to the organisational restructure in 2006/07. Research is still under way to identify the requirements of the new system, before a tender specification can be prepared.

Performance Summary

No. of PI's improving (I)	0	No. of PI's meeting YTD target	2	No. of PI's where est. outturn projected to meet target	2
No. of PI's Stable (S)	2	No. of PI's missing YTD target by < 10%	0	No. of PI's projected to miss target by < 10%	0
No. of PI's worsening (W)	0	No. of PI's missing YTD target by >10%	0	No. of PI's projected to miss target by >10%	0

Achievements

- The Council has been awarded level 2 in the Local Government Standard for Equality and Diversity
- The section has revised the constitution
- Elections run efficiently and effectively incorporating the introduction of changes to postal voting
- Developed and implemented an Induction Training program for members
- Organised a series of development initiatives for members – mock council, scrutiny, code of conduct
- Started the polling district review

Issues

The electoral services team is currently undergoing a restructure and recruitment programme

Revenue Budget summary April- June 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Admin and Registration	947	237	217	-20	934	-13
Committee Services	0	0	-7	-7	-14	-14
Corporate Facilities	0	1	-3	-4	3	3
Elections	97	59	97	38	152	55
Facilities Management	-122	175	125	-50	-143	-21
Legal Services	4	1	3	2	-12	-16
TOTAL	926	476	433	-40	919	-7

Financial Commentary

- The vacancies within the registration department have been offset by additional costs of agency staff used to support the management of the election.
- Current underspends on utility costs will be monitored over the next quarter and if the reduction continues this will be transferred to balances to support the council tax in 2008/09.
- Additional income generated by the legal team through contracts with BDHT has ensured

that there will be a net saving during the financial year.

Capital Budget Summary April- June 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Elections	15	-	-	-	24	9
Facilities Management	178	44	1	-43	171	-7
Legal Services	14	-	-	-	14	
TOTAL	207	44	1	-43	209	2

Financial Commentary

- The underspend that is showing to date, is mainly due to schemes still being in the planning and discussion stages – e.g being the Alterations at the Council House for DDA Improvements, whereby SCOPE have identified 218 priority 1 changes that need to be made. It is anticipated that the works will be undertaken by year end.

Performance Summary

No. of PI's improving (I)	4	No. of PI's meeting YTD target	3	No. of PI's where est. outturn projected to meet target	6
No. of PI's Stable (S)	1	No. of PI's missing YTD target by < 10%	3	No. of PI's projected to miss target by < 10%	0
No. of PI's worsening (W)	1	No. of PI's missing YTD target by >10%	0	No. of PI's projected to miss target by >10%	0

Achievements

BV8 (Invoices paid on time) has seen considerable improvement in June, up by more than 3 percentage points, performance in June was above target. Performance has to continue at this level to ensure the target is achieved.

BV78a – time to process new benefit claims – actions taken following meetings between the system supplier have resulted in an improvement in performance in June, halting the decline in previous months. There is daily contact between the operational staff and the supplier to address any issues and the first couple of weeks in July are continuing to demonstrate the improvements in performance.

The Statutory deadline for the production and presentation of the Statement of Accounts for 2006/07 was met by the department.

Issues

Although BV8 has seen considerable improvement the year to date performance is still below target due to poor performance in earlier months and so this needs to continue to receive close monitoring and management.

BV78a –Although performance rose in June the YTD figure is worse than the 28 day target and performance will need to average 25 days over the remaining months of the year in order to hit target (June performance was 33.5 days). Elimination of delays caused by IT system issues is the key to improving performance. An upgrade to a new version of the system is scheduled for early August. Continued close monitoring and management is required.

There is a senior post of accountancy services manager currently vacant within the department to which there has been one unsuccessful recruitment campaign undertaken. Part time Interim support has been sourced to ensure the performance of the section does not decline.

Revenue Budget summary April- June 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Benefit Payments & Administration	290	72	127	55	305	15
Central Overheads	121	30	41	11	121	0
Accountancy & Audit	-17	-27	-70	-43	-27	-10
Grants	86	39	36	-3	84	-2
Council Tax & NNDR	1014	299	276	-23	1012	-2
TOTAL	1,494	414	410	-4	1,494	-

Financial Commentary

- The delays in the successful recruitment of benefit and fraud officers has led to overspend in this section as agency staff have covered the posts to ensure continuity of service. The full complement of permanent staff is now in place and therefore the additional costs will reduce over the remainder of the year.

Capital Budget summary April- June 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Accountancy & Audit	45	9	9	-	45	-

Financial Commentary

- The Purchase Order Processing system is in pilot stages in accountancy and ICT departments. It is anticipated that the system will be rolled out to all sections of the Council by March 2008.
- The majority of this scheme was completed in 2006/07 and the budget for this year is mainly for the backfilling of staff.

E-Government & Customer Services	Quarter 1 (June 30th) 2007/08
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Performance Summary

No. of PI's improving (I)	1	No. of PI's meeting YTD target	2	No. of PI's where est. outturn projected to meet target	4
No. of PI's Stable (S)	0	No. of PI's missing YTD target by < 10%	1	No. of PI's projected to miss target by < 10%	0
No. of PI's worsening (W)	3	No. of PI's missing YTD target by >10%	1	No. of PI's projected to miss target by >10%	0

Achievements

Installed a new queue management system at the CSC
 Implemented new corporate Internet and Intranet websites
 Implemented the Civica Icon financial system
 Improved performance at the CSC for face to face and walk in customers
 Implemented the Modern.gov web application for the production of Council minutes and agendas
 Introduced mobile working using Blackberry devices

Issues

Average speed of answer and % of calls answered have worsened as a result of the consequence of the number of calls received. Work is currently being undertaken to identify the underlying reasons creating the call volume and to establish more constructive and meaningful performance targets

Revenue Budget summary April- June 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
E-Government	61	25	12	-13	56	-5
Customer Services	84	88	53	-35	91	6
TOTAL	145	113	65	-49	147	2

Financial Commentary

Current savings within customer services staffing and payment of business rates are anticipated to be fully committed by end of financial year.

Capital Budget summary April- June 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
E-Government	537	18	5	-13	537	-
Customer Services	30	-	-	-	30	-
TOTAL	567	18	5	-13	567	-

Financial Commentary

- The majority of the schemes are now underway and the new 2007/08 scheme, with a budget of £75k for the Replacement of Desktop Printers is currently being rolled out and installed throughout the Council.
- Progress is also being made of the Provision of Queue management system at the CSC. This £30k scheme, has been delivered and installed and is due to go live in October 2007.

Overall Council Summary	Quarter 1 (June 30th) 2007/08
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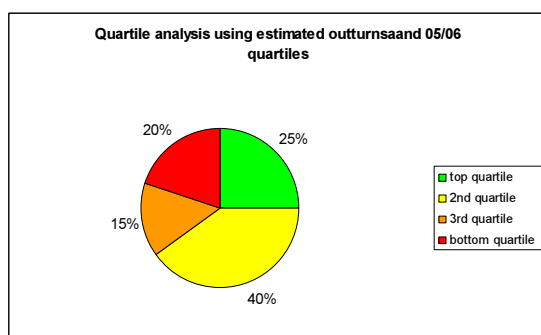
Performance Summary

No. of PI's improving (I)		No. of PI's meeting YTD target	27	No. of PI's where est. outturn projected to meet target	37
No. of PI's Stable (S)		No. of PI's missing YTD target by < 10%	11	No. of PI's projected to miss target by < 10%	3
No. of PI's worsening (W)		No. of PI's missing YTD target by >10%	3	No. of PI's projected to miss target by >10%	1

Achievements

- 67% of indicators are improving or stable
- 65% of indicators are achieving their target
- 90% of indicators are projected to meet target

NB not all BVPI indicators are gathered quarterly, so the pie chart does not give a full picture of the projected position at the year end



Issues

Revenue Budget summary April- June 2007/08

Department	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Corporate Services	885	280	250	-30	885	0
Culture & Community	3,178	930	940	10	3,272	94
E-Government & Customer Services	145	113	65	-48	147	2
Financial Services	1,494	414	410	-4	1,494	0
Legal, Equality & Democratic Services	925	473	433	-40	919	-6
Human Resources &	68	18	-28	-46	65	-3

Organisational Development						
Planning & Environment	5,853	1,503	1,374	-129	5,811	-42
Street Scene and Waste Management	4816	1289	1308	19	4858	42
TOTAL	17,366	5,020	4,751	-269	17,451	85

Financial Commentary

The Council is significantly underspent in the first quarter due to the impact of vacant posts. Due the majority of these posts being filled the budget holders are to continue the regular monitoring of financial performance to identify any areas of concern to ensure they are addressed in a timely manner to reduce the potential overspend.

Capital Budget summary April- June 2007/08

Department	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Corporate Services	20	-	-	-	20	-
Culture & Community	1,347	106	126	20	1,027	-320
E-Government & Customer Services	567	18	5	-13	567	-
Financial Services	45	9	9	-	45	-
Legal, Equality & Democratic Services	207	44	1	-43	209	2
Human Resources & Organisational Development	30	-	-	-	30	-
Planning & Environment	3,616	169	184	15	2,502	-1,114
Street Scene and Waste Management	1,517	381	276	-105	1,291	-226
Budget for Support Services Recharges	127	-	-	-	127	-
TOTAL	7,476	727	601	-126	5,818	-1,658

Financial Commentary

Underspends mainly due to Disabled Grants, Gilbert Court and purchase of vehicles as detailed above.

5.0 TREASURY MANAGEMENT

5.1 Investment Interest

5.1.1 For the quarter to 30th June 2007 the Council received net investment income amounting to £185k against predicted year to date receipts of £158k. This income is a combination of interest earned on in-house managed funds (cash currently surplus to cash flow requirements that is placed on short-term deposit) and the investment income arising on the externally managed funds (Invesco and HSBC fund managers). The increased interest has arisen due to slippage on the capital programme which has made additional surplus cash available for deposit.

5.1.2 Details on the individual fund managers' performance is detailed below.

5.2 INVESCO

5.2.1 Investment Objectives

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

5.2.2 Portfolio Performance

At 1 April 2007 the Council's investment was valued at £10.886 million. In the quarter to June the investment earned income amounting to £135k and management fees applied to the portfolio for the period totalled £7k. The market value of the funds invested with Invesco was £11.014 million as at 30 June 2007.

5.2.3 Future Plans

As part of our investment strategy arrangements are currently being put in place to recall funds held with Invesco. The funds will be managed in-house thereby saving management fees of approximately £23k per annum net.

5.3 HSBC

5.3.1 Investment Objectives/Level of Risk

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

5.3.2 Portfolio Performance

At 1 April 2007 the Council's investment was valued at £10.422 million. In the quarter to June the investment earned income amounting to £14k. Management fees applied to the portfolio for the period totalled £6k. The market value of the funds invested with HSBC was £10.430 million as at 30 June 2007.

6. FINANCIAL IMPLICATIONS

Covered in the report

7. LEGAL IMPLICATIONS

None

8. COUNCIL OBJECTIVES

8.1 The report demonstrates how the Council is managing its financial and operational performance to deliver the objectives

8. RISK MANAGEMENT

8.1 The main risks associated with the details included in this report are:

- Decline in performance within the departments
- Significant overspends across the Council

8.2 These risks are being managed as follows:

- Decline in performance

Risk Register: all departmental and corporate registers

Key Objective Ref No: all objectives which link to delivery of BVPI and LPI as detailed in departmental business plans

Key Objective: Delivery of Performance Indicators as presented in Business Plans

- Significant Overspends across the Council :

Risk Register: Financial Services

Key Objective Ref No: 6

Key Objective: To provide an efficient and effective accountancy service to support the financial management across the Council

9. CUSTOMER IMPLICATIONS

10. EQUALITIES AND DIVERSITY IMPLICATIONS

11. OTHER IMPLICATIONS

Procurement Issues None
Personnel Implications None

Governance/Performance Management – subject of the report
Community Safety including Section 17 of Crime and Disorder Act 1998 None
Policy None
Environmental None

12. OTHERS CONSULTED ON THE REPORT

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

APPENDICES

- Appendix 1 Performance Summary for June 2007
- Appendix 2 Detail Performance report for June 2007
- Appendix 3 Detailed figures to support the performance report
- Appendix 4 Detail breakdown of sickness figures

CONTACT OFFICERS

Hugh Bennett, Assistant Chief Executive
 Jayne Pickering, Head of Financial services
 John Outhwaite, Senior Policy & Performance Officer

SUMMARY - Period 1 (April) 2007/08					
Monthly (April) performance					
	No.	%		No.	%
Improving or stable.	22	63%	On target	23	66%
Declining	13	37%	Missing target by less than 10%	5	14%
No data	0	0%	Missing target by more than 10%	7	20%
			No data	0	0%
Total Number of Indicators	35	100%	Total Number of Indicators	35	100%

SUMMARY - Period 1 (April 2007/08)					
Estimated Outturn					
	No.	%		No.	%
On target	30	86%	1st quartile	6	40%
Missing target by less than 10%	0	0%	2nd quartile	4	27%
Missing target by more than 10%	1	3%	3rd quartile	3	20%
No data	4	11%	4th quartile	2	13%
			(2005/06 quartiles used)		
total	35	100%	total*	15	

* only BVPI's with quartile data are counted

SUMMARY - Period 2 (May) 2007/08					
Monthly (May) performance					
	No.	%		No.	%
Improving or stable.	28	80%	On target	23	66%
Declining	7	20%	Missing target by less than 10%	8	23%
No data	0	0%	Missing target by more than 10%	4	11%
			No data	0	0%
Total Number of Indicators	35	100%	Total Number of Indicators	35	100%

SUMMARY - Period 2 (May) 2007/08					
Estimated Outturn					
	No.	%		No.	%
On target	34	97%	1st quartile	6	40%
Missing target by less than 10%	0	0%	2nd quartile	4	27%
Missing target by more than 10%	1	3%	3rd quartile	3	20%
No data	0	0%	4th quartile	2	13%
			(2005/06 quartiles used)		
total	35	100%	total*	15	

* only BVPI's with quartile data are counted

SUMMARY - Period 3 (June) 2007/08					
Monthly (May) performance					
	No.	%		No.	%
Improving or stable.	29	67%	On target	27	63%
Declining	12	28%	Missing target by less than 10%	11	26%
No data	2	5%	Missing target by more than 10%	3	7%
			No data	2	5%
Total Number of Indicators	43	100%	Total Number of Indicators	43	100%

SUMMARY - Period 3 (June) 2007/08					
Estimated Outturn					
	No.	%		No.	%
On target	38	88%	1st quartile	5	25%
Missing target by less than 10%	3	7%	2nd quartile	8	40%
Missing target by more than 10%	1	2%	3rd quartile	3	15%
No data	1	2%	4th quartile	4	20%
			(2005/06 quartiles used)		
total	43	100%	total*	20	

* only BVPI's with quartile data are counted

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Ref	Description	Report - ed?	Cum or Snap?	2006/07				2007/08							Comments (inc. budgetary	
				Actuals	Quartile	Higher or lower	Median (05/06 quartile)	April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	June Target		June Actual

Chief Executive's Department

LPI CEOACE	% of press articles which enhance our reputation	M	C	84.00	n/a	n/a	n/a	80.00	73.84	W	80.00	69.12	W	80.00	72.36	I	80.00	80.00	S	n/a	
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Legal & Democratic Services

BV174	The number of racial incidents reported to the Council per 100,000 population	M	C	0	n/a	n/a	n/a	0.00	0.00	S	0.00	0.00	S	0.00	0.00	S	0.00	0.00	S	n/a	On target
BV175	The percentage of those racial incidents that have resulted in further action	M	C	100	4	H	100	100.00	100.00	S	100.00	100.00	S	100.00	100.00	S	100.00	100.00	S	1	No reported incidents requiring further action

Human Resources & Organisational Development

BV12	The average number of working days lost due to sickness.	M	C	10.66	3	L	9.54	0.73	0.71	S	1.46	1.49	W	2.19	2.21	I	9.00	8.82	I	2	There was improvement in the levels of sickness during June compared to May. The June figure is though just a little higher than the low recorded in April. If sickness levels can be held at the same level as in June for the rest of the year then the target will be comfortably met. However management action to contain sickness absence needs to be maintained
BV14	The percentage of employees retiring early (excluding ill-health)	Q	C		1	L	0.40							0.80	0.00	S	0.80	0.00	S	1	No employees retired early during April-June
BV15	The percentage of employees retiring on grounds of ill-health	Q	C		1	L	0.25							0.20	0.25	W	0.20	0.25	W	2	One employees retired on the grounds of ill-health during April-June
BV16a	The percentage of employees with a disability	Q	S		4	H	3.11							1.80	1.99	I	1.80	1.99	I	4	There are currently 8 members of staff who consider they have a disability
BV17a	The percentage of employees from minority ethnic communities	Q	C		4	H	1.40							2.00	1.74	I	2.00	1.74	W	2	The council currently employs 7 members of staff from minority ethnic communities
LPI Human Resources	% of posts vacant	Q	S		n/a	n/a	n/a								7.60					n/a	(New Indicator)The Council currently has 37 vacants posts

Financial services

BV78a	The average number of days taken for processing new claims.	M	C	32.05	3	L	31.00	28.00	34.10	W	28.00	35.48	W	28.00	34.83	I	28.00	28.00	S	2	Meeting has taken place with Anite re Workflow and action plan for addressing problems is underway. Close liaison with Anite via Customer Service officer and weekly conference call. Waiting for new upgrade 4.39 to be installed which will address certain problems. Performance however has improved from May.
BV78b	The average number of days taken for processing changes in circumstances	M	C	8.30	1	L	11.90	10.00	14.31	W	10.00	9.95	I	10.00	9.55	W	9.00	9.00	S	2	Within target
BV79a	The percentage of cases for which the amount of benefit due was calculated correctly.	Q	C		4	H	98.20													4	Quality checks are carried out each quarter and Q1/2007 will not be available from the DWP until the end of July 2007
BV79bii	The percentage of recoverable HB (all years outstanding) overpayments recovered.	M	C	30.99	3	H	34.11	2.08	2.85	I	4.16	7.27	I	6.25	9.80	I	30.00	30.00	S	3	Improving
BV8	Percentage of invoices paid on time	M	C	94.74	3	H	95.00	97.00	94.38	W	97.00	94.66	I	97.00	95.82	I	97.00	97.00	S	2	98.18% achieved in the month of June, which is a 3.27 percentage point improvement over May, due to the focus that departments have on payment of invoices since the performance clinics - 10 invoices paid late. Any departments that have paid invoices late in June are to be given 48 hours to process invoices back to finance in July.
BV9	Percentage of Council Tax collected	M	C	98.40	2	H	98.11	11.07	12.00	I	20.51	20.83	I	30.36	30.16	S	98.70	98.06	S	2	On Target
BV10	Percentage of Non-Domestic Rates collected.	M	C	98.20	4	H	99.00	9.70	9.50	S	18.64	20.46	I	27.98	31.19	I	98.70	98.70	I	3	Improvement in collection due to Council Business Rates being paid in May. Collection of other NNDR payees on target for 2007/08

Ref	Description	Report - ed?	Cum or Snap?	2006/07				2007/08							Comments (inc. budgetary						
				Actuals	Quartile	Higher or lower	Median (05/06 quartile)	April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	June Target		June Actual	Target &Trend	Target	Est. Outturn	Est. Outturn Target &Trend	Est. Outturn Quartile
E-Government & Customer Services																					
CSC	Monthly Call Volumes Customer Contact Centre	M	S	n/a	n/a	n/a	n/a		8,410				6,399			7,628		-	n/a	Calls have to customer contact centre have increased by 7% this month	
CSC	Monthly Call Volume Council Switchboard	M	S	n/a	n/a	n/a	n/a		7,718				7,310			7,060		-	n/a	Calls to council switchboard continue to fall down 3% compared to last month	
CSC	Resolution at First Point of Contact all services (percentage)	M	C	83.00	n/a	n/a	n/a	85.00	90.38	I	85.00	91.00	S	85.00	92.00	I	85.00	85.00	S	n/a	
CSC	Average Speed of Answer (seconds)	M	C	48	n/a	n/a	n/a	20.00	67.00	W	20.00	47.00	I	20.00	53.00	W	20.00	20.00	S	n/a	The increase in call volume to contact centre has impacted on the average answer time which has increased by 6 seconds compared to Mays figure
CSC	% of Calls Answered	M	C	76	n/a	n/a	n/a	85.00	60.00	W	85.00	87.00	I	85.00	79.00	W	85.00	85.00	S	n/a	% of calls answerd has fallen this month compared to may driven by the increase in call volume experienced during this month
LPI IT Services	% of helpdesk call closed within timescales	M	C	83.99	n/a	n/a	n/a	86.00	92.88	W	86.00	95.45	I	85.00	89.85	W	86.00	86.00	S	n/a	Call resolution has suffered due to the increased work load involved in getting the new councillors online. However, the actual is still above the target and the drop was only for one week within the month.
Street Scene & Waste Management																					
BV82ai	The percentage of household waste that has been recycled	M	C	21.42	2	H	18.50	17.00	17.44	W	17.00	18.14	I	17.00	18.10	W	21.50	21.50	S	2	Bring bank tonnages are unconfirmd so figures may change. Percentage is kept low this time of year due to large volumes of green waste collected
BV82bi	The percentage of household waste that has been composted	M	C	8,242.31	1	H	8.29	30.00	33.78	I	30.00	31.98	W	30.00	32.00	I	19.60	20.00	S	1	Bring bank tonnages are unconfirmd so figures may change. High volumes of green waste as per last year. Approximately 200 T additional on same period last year
BV218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	M	C	95.00	2	H	87.00	95.00	100.00	I	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	1	7 vehicles reported and 7 investigated within timescale
BV218b	The percentage of abandoned vehicles removed within 24 hours of legal entitlement	M	C	95.00	1	H	77.50	95.00	100.00	I	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	1	5 vehicles to be removed and 5 removed within timescale
LPI Depot	% animal/debris cleared within timescales	M	C	82.00	n/a	n/a	n/a	95.00	100.00	I	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	n/a	12 animals reported and 12 removed within timescale
LPI Depot	% of fly tips dealt with in response time	M	C	96.00	n/a	n/a	n/a	95.00	97.50	I	95.00	98.75	I	95.00	98.63	W	95.00	98.63	S	n/a	131 incidents reported 129 dealt with within timescale, figures affected because a contractor was employed for removal of some hazardous waste
LPI Depot	Number of missed household waste collections	M	C	1630	n/a	n/a	n/a	133	99	I	266	172	I	399	311	W	1,596	1,463	W	n/a	139 missed collections in June
LPI Depot	Number of missed recycle waste collections	M	C	748	n/a	n/a	n/a	66	31	I	132	62	I	198	109	W	800	372	S	n/a	48 missed recycling collections in June
LPI Depot	Number of written complaints	M	C	334	n/a	n/a	n/a	22	27	W	44	38	I	66	44	I	264	98	I	n/a	6 letters in June
LPI Transport Services	% responses to Excess Charge appeals in 10 days	M	C	94.00	n/a	n/a	n/a	95.00	96.00	W	95.00	93.07	W	95.00	92.91	W	95.00	95.00	S	n/a	268 ECN appeals of which 249 dealt with within timescale
Planning & Environment Services																					
BV109a	The percentage of major planning applications determined within 13 weeks	M	C	73.00	2	H	66.67	55.00	100.00	I	55.00	100.00	S	55.00	100.00	S	60.00	65.00	I	3	This represented 2/2 decisions made in time which equated to 100%. Quarterly - 11/11 application equating to 100%.
BV109b	The percentage of minor planning applications determined within 8 weeks	M	C	72.00	3	H	74.01	77.00	91.00	I	77.00	82.00	W	77.00	89.00	I	65.00	75.00	I	2	Minors 18/18 equating to 100%. This BVPI is affected by the relatively low number of applications submitted, meaning that each application represents an above average percentage. That makes this performance very pleasing and reflects the focus officers have given to this group of applications. Quarterly - 41/46 equating to 89%. This statistic reflects the improved performance for June and means the BVPI of 65% has been significantly exceeded for this category
BV109c	The percentage of other planning applications determined within 8 weeks	M	C	84.00	3	H	88.23	89.00	100.00	I	89.00	96.00	W	89.00	96.00	S	80.00	80.00	S	4	Others 78/81 equating to 96%, which is an improvement on the May figure of 91% and given the improvement in Minors significant. Quarterly - 239/248 equating to 96% again the BVPI of 80% has been significantly exceeded
BV204	The percentage of planning appeal decisions allowed	M	C	27.80	n/a	n/a	n/a	40.00	0.00	I	40.00	0.00	S	40.00	0.00	S	33.00	33.00	S	n/a	3 appeals submitted and all dismissed which relates to 0% allowed which is excellent. Quarterly - 6/6 all appeals have been dismissed meaning that the decisions that have been made have been robust enough to withstand examination by an independent Inspector. This returns a BVPI of 0% appeal allowed.

Ref	Description	Report - ed?	Cum or Snap?	2006/07				2007/08							Comments (inc. budgetary)									
				Actuals	Quartile	Higher or lower	Median (05/06 quartile)	April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	June Target		June Actual	Target &Trend	Target	Est. Outturn	Est. Outturn Target &Trend	Est. Outturn Quartile			
LPI Planning	Score on Building Control performance matrix	Q	S		n/a	n/a	n/a								60.00	74.50	W		60.00	75.00	S	n/a	The reduction on last period is due to staff problems. This is predicted in the next period too, however this is an isolated change rather than a trend.	
LPI CEO	Number of small business start ups	Q	C		n/a	n/a	n/a									6	8	I		25	25	S	n/a	A brisk start to the year with good indications for the future.

Culture & Community Services

BV126 (proxy)	The number of domestic burglaries	M	C		n/a	n/a	n/a	33	32	S	67	66	W	99	100	S	404	396	S	n/a	On Target. Aware of risk of falling behind, raised at Tasking and Bromsgrove Police will put additional resource to tackle if required.
BV127a (proxy)	The number of violent crimes	M	C		n/a	n/a	n/a	92	102	W	184	187	I	276	287	W	1114	1122	S	n/a	Special focus via Bromsgrove CID to reduce figures. Raised at Tasking, Bromsgrove Police have CID Team to tackle this specific issue.
BV127b (proxy)	The number of robberies	M	C		n/a	n/a	n/a	3	5	W	6	13	W	9	21	S	42	78	S	n/a	3.23% (9 actual) over target Police are tasking officers as a priority to reduce. Raised at Tasking, issues around Police recording a wide range of minor crimes being flagged as robberies. Again Police tasking officers to focus.
BV128 (proxy)	The number of vehicle crimes	M	C		n/a	n/a	n/a	76	72	S	152	130	I	228	183	I	917	762	S	n/a	Substantially reducing. Vulnerable Vehicle / Beauty Spot initiatives inc. leaflet drops, press releases and signage.
LPI Community Services	Number of attendances at arts events	M	C	18,515	n/a	n/a	n/a	250	265	S	775	540	I	1,275	1,050	I	23,000	23,000	S	n/a	As per comments in May, poor weather conditions having an impact on audience attendance.
LPI Sports Services	Sports Centres Usage	M	C		n/a	n/a	n/a	64,171	65,143	S	125,957	129,076	W	173,910	181,261	I	621,600	621,600	S	n/a	Haybridge - Work to be done on after school programme. School usage numbers should increase in September onwards, currently low due to exams. Party advertising and marketing to be revamped/updated.
LPI Community Safety	Respond to emergency calls in 30 secs (percentage)	Q	C		n/a	n/a	n/a	n/a	n/a		n/a	n/a		80.00	98.54	I	80.00	90.00	I	n/a	National Target of 80%

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Monthly Performance detailed figures

Ref	Description	Freq	C or S	2007/08 Monthly Performance figures											
				Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.

Chief Executive's Department

LPI CEOACE	% of press articles which enhance our reputation	M	C	Target												
				Actual	73.84	64.78	79.37									

Legal & Demorcatc Services

BV174	The number of racial incidents reported to the Council per 100,000 population	M	C	Target	0.00	0.00	0.00									
				Actual	0.00	0.00	0.00									
BV175	The percentage of those racial incidents that have resulted in further action	M	C	Target	100.00	100.00	100.00									
				Actual	100.00	100.00	100.00									

Human Resources & Organisational Development

BV12	The average number of working days lost due to sickness.	M	C	Target	0.73	0.73	0.73									
				Actual	0.65	0.84	0.68									
BV14	The percentage of employees retiring early (excluding ill-health)	Q	C	Target	n/a	n/a	0.80									
				Actual			0.25									
BV15	The percentage of employees retiring on grounds of ill-health	Q	C	Target			0.20									
				Actual			0.00									
BV16a	The percentage of employees with a disability	Q	S	Target			1.80									
				Actual			1.99									
BV17a	The percentage of employees from minority ethnic communities	Q	C	Target			2.00									
				Actual			1.74									
LPI Human Resources	% of posts vacant	Q	S	Target												
				Actual			7.60									

Financial Services

Monthly Performance detailed figures

BV78a	The average number of days taken for processing new claims.	M	C	Target	28.00	28.00	28.00										
				Actual	34.10	36.44	33.57										
BV78b	The average number of days taken for processing changes in circumstances	M	C	Target	10.00	10.00	10.00										
				Actual	14.31	6.14	7.86										
BV79a	The percentage of cases for which the amount of benefit due was calculated correctly.	Q	C	Target													
				Actual													
BV79bii	The percentage of recoverable HB (all-years outstanding) overpayments recovered.	M	C	Target	25.00	25.00	25.00										
				Actual	2.85	7.27	9.80										
BV8	Percentage of invoices paid on time	M	C	Target	97.00	97.00	97.00										
				Actual	94.38	94.91	98.18										
BV9	Percentage of Council Tax collected	M	C	Target	11.07	20.51	30.36										
				Actual	12.00	20.83	30.16										
BV10	Percentage of Non-Domestic Rates collected.	M	C	Target	9.70	18.64	27.98										
				Actual	9.50	20.46	31.19										

E-Government & Customer Services

CSC	Monthly Call Volumes Customer Contact Centre	M	S	Target													
				Actual	8,410	6,399	7,628										
CSC	Monthly Call Volume Council Switchboard	M	S	Target													
				Actual	7,718	7,310	7,060										
CSC	Resolution at First Point of Contact all services (percentage)	M	C	Target	85.00	85.00	85.00										
				Actual	90.77	90.00	92.00										
CSC	Average Speed of Answer (seconds)	M	C	Target	20.00	20.00	20.00										
				Actual	67.00	47.00	53.00										
CSC	% of Calls Answered	M	C	Target	85.00	85.00	85.00										
				Actual	60.00	81.00	79.00										
LPI IT Services	% of helpdesk call closed within timescales	M	C	Target	86.00	86.00	86.00										
				Actual	92.88	95.45	89.85										

Street Scene & Waste Management

BV82i	The percentage of household waste that	M	C	Target	17.00	17.00	17.00										
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Monthly Performance detailed figures

Dvoza	has been recycled	M	C	Actual	17.44	18.81	18.10										
BV82bi	The percentage of household waste that has been composted	M	C	Target	30.00	30.00	30.00										
				Actual	33.78	30.29	32.00										
BV218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	M	C	Target	95.00	95.00	95.00										
				Actual	100.00	100.00	100.00										
BV218b	The percentage of abandoned vehicles removed within 24 hours of legal entitlement	M	C	Target	95.00	95.00	95.00										
				Actual	100.00	100.00	100.00										
LPI Depot	% animal/debris cleared within timescales	M	C	Target	95.00	95.00	95.00										
				Actual	100.00	100.00	100.00										
LPI Depot	% of flytips dealt with in response time	M	C	Target	95.00	95.00	95.00										
				Actual	97.50	100.00	98.47										
LPI Depot	Number of missed household waste collections	M	C	Target	133	133	133										
				Actual	99	73	139										
LPI Depot	Number of missed recycle waste collections	M	C	Target	66	66	66										
				Actual	31	30	48										
LPI Depot	Number of written complaints	M	C	Target	22	22	22										
				Actual	27	11	6										
LPI Transport Services	% responses to Excess Charge appeals in 10 days	M	C	Target	95.00	95.00	95.00										
				Actual	96.00	96.12	92.42										

Planning & Environment Services

BV109a	The percentage of major planning applications determined within 13 weeks	M	C	Target	55.00	55.00	55.00										
				Actual	100.00	100.00	100.00										
BV109b	The percentage of minor planning applications determined within 8 weeks	M	C	Target	77.00	77.00	77.00										
				Actual	91.00	76.47	100.00										
BV109c	The percentage of other planning applications determined within 8 weeks	M	C	Target	89.00	89.00	89.00										
				Actual	100.00	90.90	96.30										
BV204	The percentage of planning appeal decisions allowed	M	C	Target	40.00	40.00	40.00										
				Actual	0.00	0.00	0.00										
LPI Planning	Score on Building Control performance matrix	Q	S	Target			60.00										
				Actual			74.50										
LPI	Number of small business start ups	Q	C	Target			6										
				Actual			8										

Culture & Community Services

BV126 (proxy)	The number of domestic burglaries	M	C	Target	33	34	33										
				Actual	32	34	34										
BV127a (proxy)	The number of violent crimes	M	C	Target	92	93	93										
				Actual	102	84	101										
BV127b (proxy)	The number of robberies	M	C	Target	3	4	3										
				Actual	5	8	8										
BV128 (proxy)	The number of vehicle crimes	M	C	Target	76	77	76										
				Actual	72	58	56										
LPI Community Services	Number of attendances at arts events	M	C	Target	250	525	500										
				Actual	265	275	510										
LPI Sports Services	Sports Centres Usage	M	C	Target	64,171	61,786	47,953										
				Actual	65,143	63,932	52,186										

**Bromsgrove District Council
Sickness Absence Data**

The worksheets contain the following data and charts

1. Sickness Data.

This is the base data record for sickness absence.

As previously the data records in detail the number of days lost per Service both for long and short term absence.

It also maintains a quarterly analysis for comparison purposes.

It has been modified at the request of the OMT to take account of variations in staff numbers month by month. The figures per FTE are therefore more accurate.

The data also now reports month by month on the lost days per FTE. This enables a month on month comparison to be made.

Finally the data has been extrapolated to give an indication of the position at the end of the year.

***Number of days sickness per month is shown in the right-hand columns
Number of employees absent during the current month is shown in column B***

2. Annual Graph

This graph plots the number of days lost per month

- due to short term absence
- due to long term absence and
- in total

3. Graph - Days Lost per Month

This is a graphical interpretation of the days lost per FTE per month directly comparing all Services within the Council. This also enables trends to be identified.

originally produced by:

HR & OD Service

August 2002

(FTE - Full Time Equivalent)

Sickness Figures for 2007/2008 by Service

Total FTE @ March 07	Actual no of employees - June	SERVICE	Total Sickness days April 07 & on	Days per FTE - Year to Date	Projected - per FTE	Sickness Target 2007/08	Sickness Figures by Month											
							Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08
27.00	8.00 1.00	Legal & Democratic Short term Absences up to 28 days Long term Absences 29 days+	66.50 28.50 38.00	2.46 1.06 1.41	9.85 6.0		3.00 12.00	7.00 14.00	18.50 12.00									
11.00	2.00	CEO & Policy Short term Absences up to 28 days Long term Absences 29 days+	5.00 5.00 0.00	0.45 0.45 0.00	1.82 5.0		0.00 0.00	2.00 0.00	3.00 0.00									
56.00	15.00	Culture & Community Short term Absences up to 28 days Long term Absences 29 days+	93.50 93.50 0.00	1.67 1.67 0.00	6.68 8.0		33.00 0.00	28.00 0.00	32.50 0.00									
30.00	4.00	Egovernement & Customer Services Short term Absences up to 28 days Long term Absences 29 days+	26.50 26.50 0.00	0.88 0.88 0.00	3.53 4.0		9.00 0.00	8.00 0.00	9.50 0.00									
47.00	7.00 2.00	Finance Short term Absences up to 28 days Long term Absences 29 days+	129.50 46.50 83.00	2.76 0.99 1.77	11.02 8.0		5.50 21.00	28.00 20.00	13.00 42.00									
12.00	1.00	HROD Short term Absences up to 28 days Long term Absences 29 days+	10.00 10.00 0.00	0.83 0.83 0.00	3.33 4.25		7.00 0.00	2.00 0.00	1.00 0.00									
62.00	11.00 1.00	Planning & Environment Services Short term Absences up to 28 days Long term Absences 29 days+	92.50 51.50 41.00	1.49 0.83 0.66	5.97 7.5		11.00 0.00	20.50 20.00	20.00 21.00									
114.00	20.00 3.00	Street Scene & Waste Management Short term Absences up to 28 days Long term Absences 29 days+	368.50 147.50 221.00	3.23 1.29 1.94	12.93 12.0		45.00 86.00	55.00 98.00	47.50 37.00									

Total Short Term Absence YTD	409.00
Total Long Term Absence YTD	383.00
TOTAL Days lost YTD	792.00

8.82 9.00

113.50	150.50	145.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
119.00	152.00	112.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
232.50	302.50	257.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

TARGET sick days per FTE per month
BVPI 12 Sick Days Per FTE in Month
TARGET sick days per FTE YTD
BVPI 12 - Sick Days per FTE YTD
BVPI 12 Projected Outturn

0.73	0.73	0.73	0.73	0.73	0.73	0.73	0.73	0.73	0.73	0.81	0.81	0.81
0.65	0.84	0.72										
0.73	1.46	2.19	2.92	3.65	4.38	5.11	5.84	6.57	7.38	8.19	9.00	
0.65	1.49	2.21										
7.77	8.94	8.82										

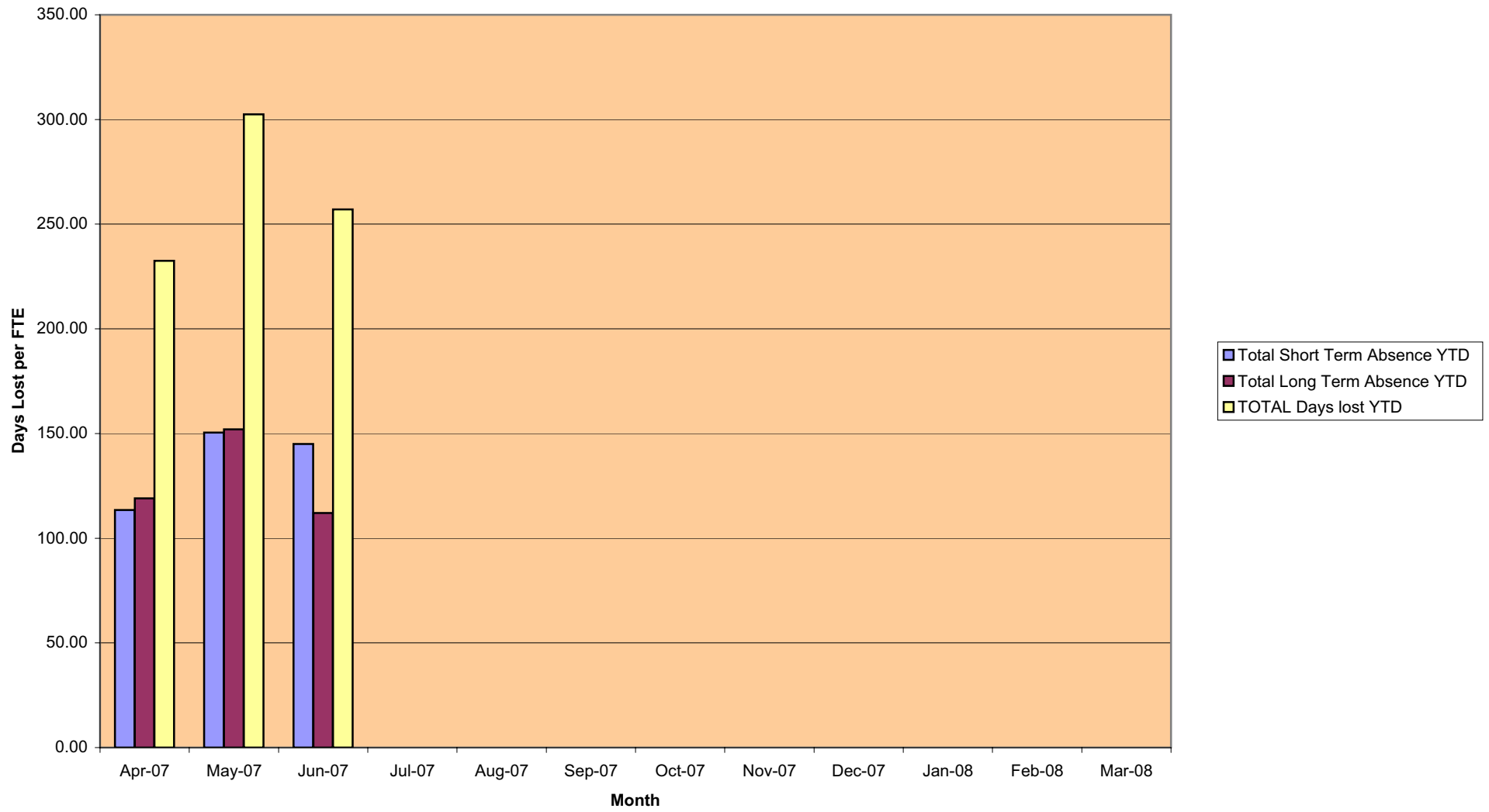
2003-04	4309.83
2004-05	3074.99
2005-06	3570.58
2006-07	3806.00
2007-08	792.00
Year	Annual

737.50	1112.50	1500.20	959.63
735.87	875.43	836.52	627.17
695.38	949.95	883.98	1041.27
1067.00	959.50	951.00	828.50
792.00	0.00	0.00	0.00
Quarter 1	Quarter 2	Quarter 3	Quarter 4

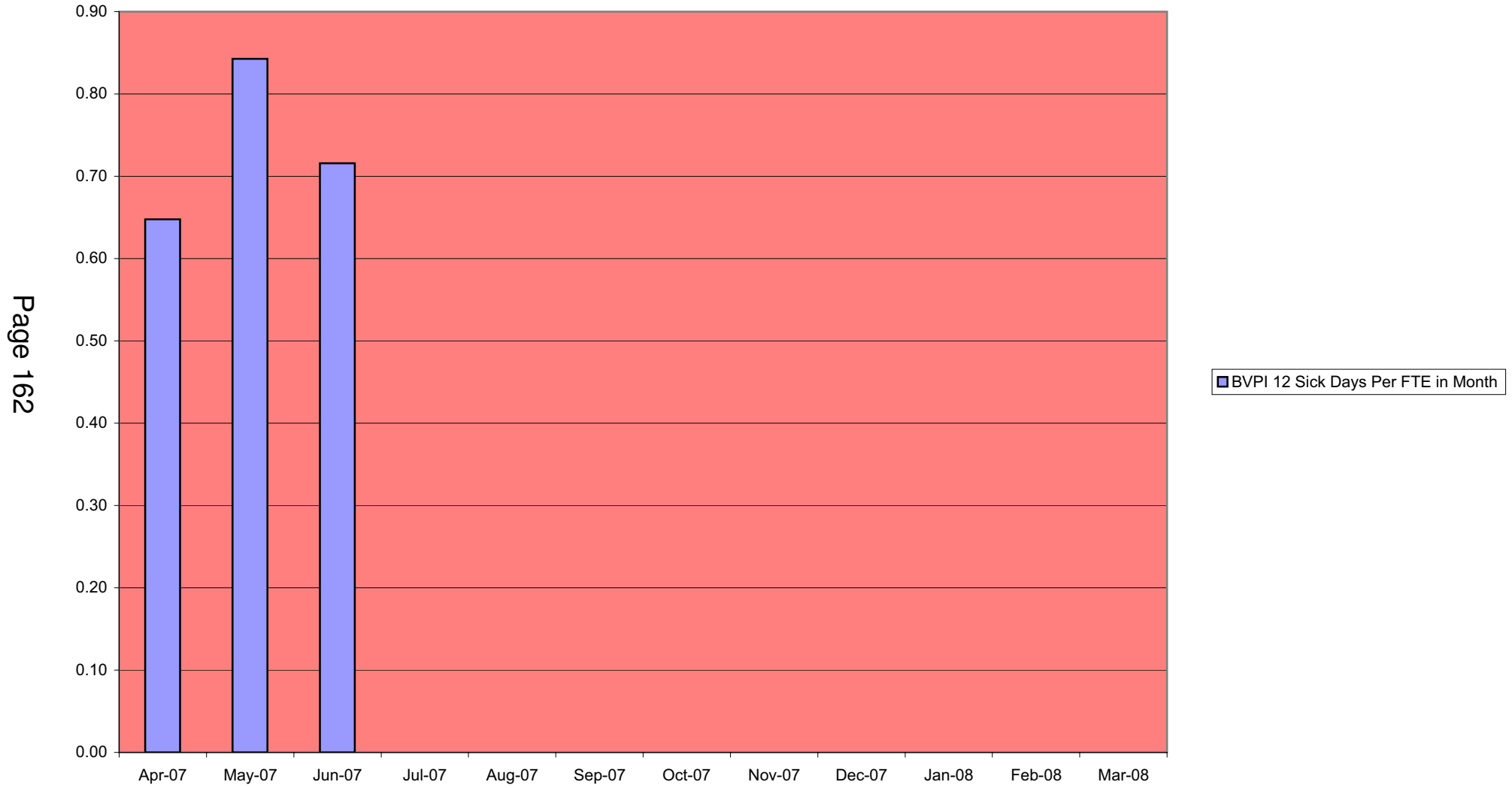
Key: more than 10% worse than target worse than target, but within 10% on or better than target

FTE March 07 359.00
FTE March 08
of Months 3

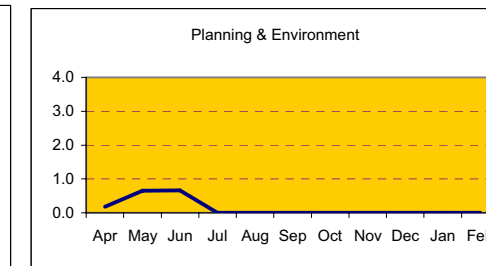
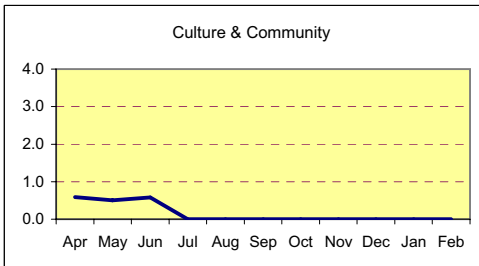
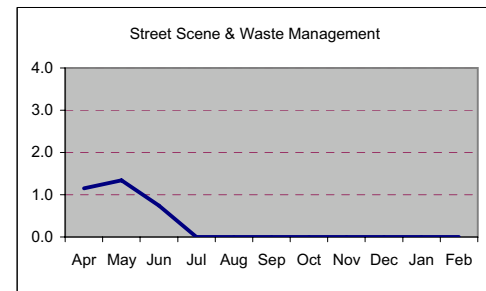
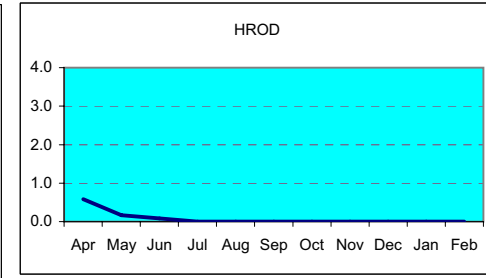
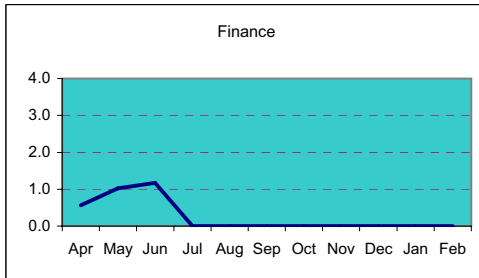
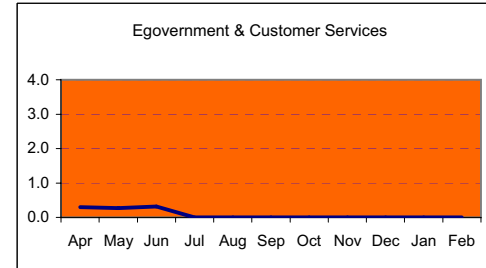
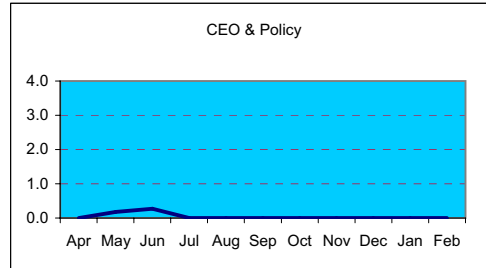
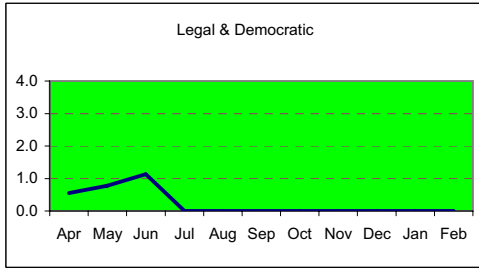
Sickness Absence Data 2007 / 2008



BVPI 12 Sick Days Per FTE in Month



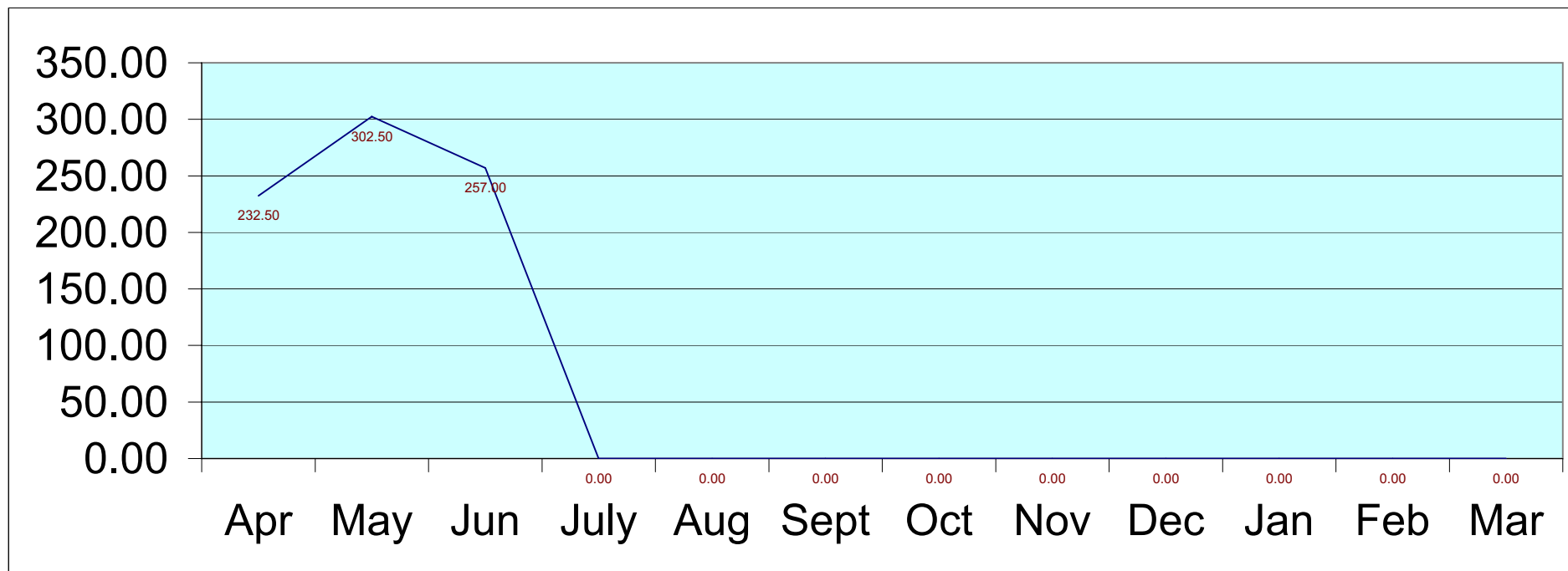
Bromsgrove District Council Confidential



Graph - Total days lost in month

2007 / 2008

HR Services



Total days sickness per FTE

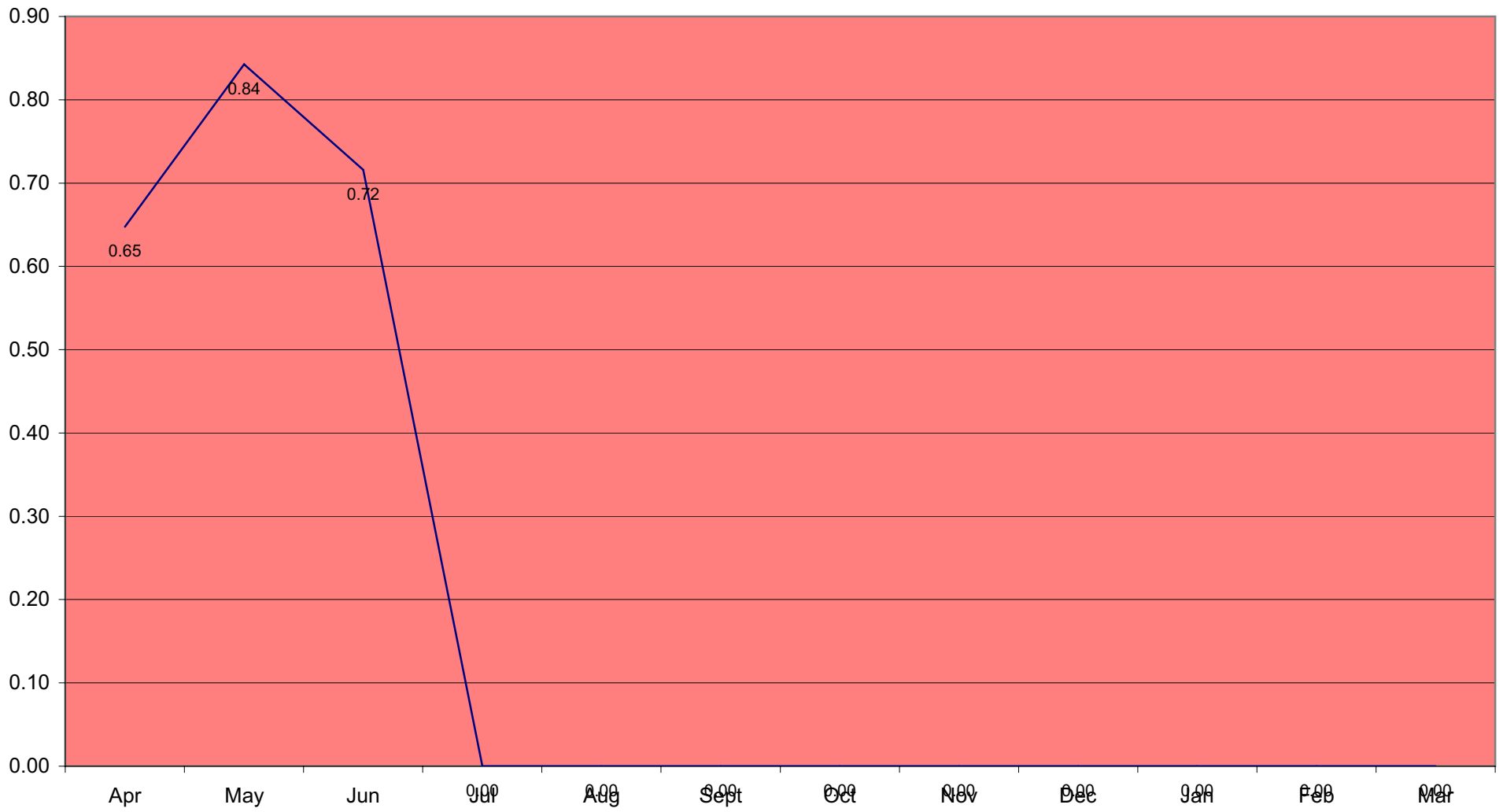
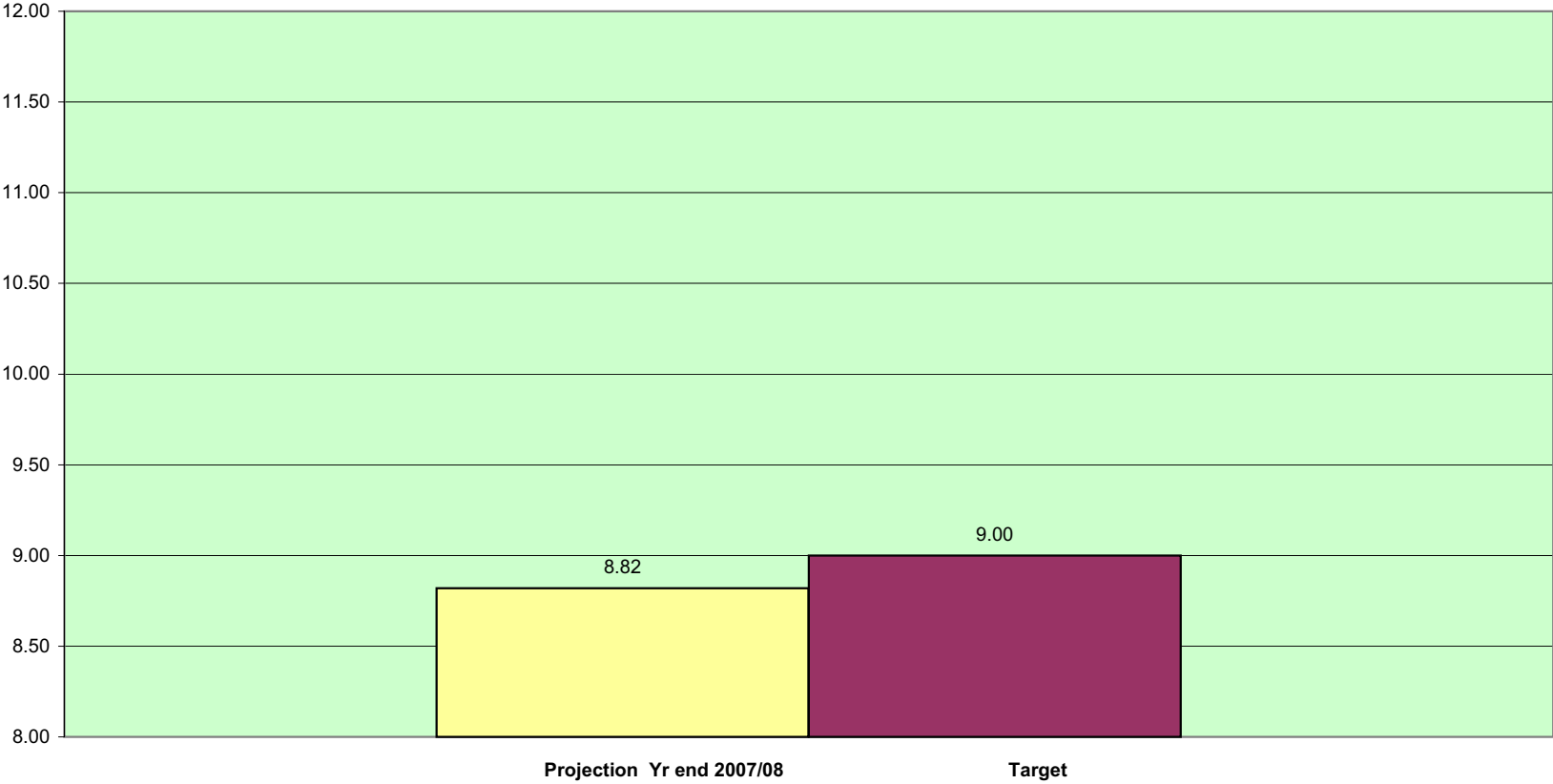


Chart showing projection per FTE against the Councils Target



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BROMSGROVE DISTRICT COUNCIL

CABINET

5TH SEPTEMBER 2007

USE OF RESOURCES FEEDBACK 2006 AND SELF ASSESSMENT 2007

Responsible Portfolio Holder	Councillor Geoff Denaro Portfolio Holder for Finance
Responsible Head of Service	Jayne Pickering, Head of Financial Services

1. SUMMARY

- 1.1 To advise Cabinet of the feedback from KPMG in relation to the Use of Resources formal judgement for 2006 and to present the updated self assessment submitted to KPMG in July 2007.

2. RECOMMENDATIONS

- 2.1 Cabinet to consider the 2006 Use of Resources feedback and recommendations received from KPMG (Appendix 1).
- 2.2 Cabinet to consider the 2007 Use of Resources self assessment exceptions report i.e. those standards we have self assessed ourselves as not meeting, which has been submitted to KPMG for a formal judgement to be made (Appendix 2).
- 2.3 Cabinet to consider the whole Use of Resources Self Assessment for Value for Money, given the importance of this key line of enquiry to the Council (Appendix 3).

3. BACKGROUND

- 3.1 Members will be aware that the Council received a formal scoring of 2 out of 4 in relation to the 2006 Use of Resources scoring from the Audit Commission. The Council received a score of 1 out of 4 in demonstrating Value for Money. The scoring represented an improvement over the previous year where an overall of 1 out of 4 was achieved.
- 3.2 The judgement is made up over a number of themes:
- financial reporting – how good the council's financial accounting and reporting arrangements are

- financial management – how well the council plans and manages its finances
- financial standing – how well the council safeguards its financial standing
- internal control – how the council’s internal control environment enables it to manage its significant business risks
- value for money – whether the council currently achieves good value for money and how well it manages and improves value for money

3.2 The table below shows the scoring Bromsgrove received for the individual themes :

Table 1:

Theme	Score
Financial reporting	2 out of 4
Financial management	2 out of 4
Financial standing	2 out of 4
Internal control	2 out of 4
Value for Money	1 out of 4
Overall	2 out of 4

3.3 The following table demonstrates the comparison with neighbouring authorities:

Table 2:

Authority	Score
Bromsgrove District Council	2 out of 4
Redditch Borough Council	2 out of 4
Wychavon District	4 out of 4
Wyre Forest District Council	2 out of 4
Malvern District Council	2 out of 4
Worcester City District Council	2 out of 4

3.4 The Scoring of 2 reflects that the Council is performing at minimum requirements and is maintaining adequate performance.

4. EXTERNAL AUDIT FEEDBACK

4.1 Attached at Appendix 1 is the 2006 feedback received from KPMG in relation to the formal assessment. The main areas where the auditors feel the Council should improve are :

- Improvements to working papers
- Consult with stakeholders in production of annual report
- Manage budgets more effectively during the year
- Member to be involved in reviewing management of assets
- Develop cost information to link with performance to understand value for money in the delivery of services

5. **SELF ASSESSMENT TO MARCH 2007**

5.1 The detailed self assessment (available on request from the Head of Financial Services) demonstrates the improvements that were evident by March 2007.

5.2 Key improvements from the previous assessment include:

- Liaison with an excellent authority to develop working papers
- Liaison with customers in the presentation of the annual report
- Improved communication of the financial standing of the Authority
- Enhancements to the Risk Management culture within the Council
- Developing action plans with departments to address Value for Money
- Prepared the medium financial plan with enhanced links to corporate priorities

5.3 The assessment does not take into account the developments that the Council has implemented since March 2007. These include:

- Developing action plans with departments to address Value for Money
- Delivered training on risk management and financial management
- Enhanced budget holders responsibility to finance with individual budget packs
- Presented updated integrated financial and performance reports to members
- Approval of asset management plan and development of asset register system

5.4 Appendix 2 details the Use of Resources exceptions i.e. those standards we have self assessed ourselves as not meeting, and proposed actions to meet the standards.

5.5 The entire Value for Money self assessment is detailed at Appendix 3, given the importance of this key line of enquiry to the Council.

6. **FINANCIAL IMPLICATIONS**

None as a direct result of this report.

6. LEGAL IMPLICATIONS

None.

7. COUNCIL OBJECTIVES

7.1 The effective use of resources underpins all the Council's objectives.

8. RISK MANAGEMENT

8.1 Risk management is part of the use of resources framework.

9. CUSTOMER IMPLICATIONS

9.1 None.

10. EQUALITIES AND DIVERSITY IMPLICATIONS

10.1 None.

11. OTHER IMPLICATIONS

Procurement Issues	None
Personnel Implications	None
Governance/Performance Management	– subject of the report
Community Safety including Section 17 of Crime and Disorder Act 1998	None
Policy	None
Environmental	None

12. OTHERS CONSULTED ON THE REPORT

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

Portfolio Holder	Yes
Chief Executive	Yes

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

APPENDICES

- Appendix 1 KPMG Use of Resources Feedback 2006
- Appendix 2 Use of Resources Self Assessment – Exception Report
- Appendix 3 Use of Resources Self Assessment – Value for Money

BACKGROUND PAPERS

The full value for money self assessment is available from Jayne Pickering, Head of Financial Services on request.

CONTACT OFFICERS

Jayne Pickering, Head of Financial services, 01527 881207,
j.pickering@bromsgrove.gov.uk

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INFRASTRUCTURE & GOVERNMENT

**Use of Resources
Feedback
2006**

**Bromsgrove District
Council**

June 2007

AUDIT

The contacts at KPMG LLP in connection with this report are:

Jon Gorrie

Director
KPMG LLP (UK)

Tel: 0121 232 3694
Fax: 0121 232 3578
jonathan.gorrie@kpmg.co.uk

Andrew Cardoza

Senior Manager
KPMG LLP (UK)

Tel: 0121 232 3879
Fax: 0121 232 3578
andrew.cardoza@kpmg.co.uk

Nasir Rafiq

Assistant Manager
KPMG LLP (UK)

Tel: 0121 232 3694
Fax: 0121 232 3578
nasir.rafiq@kpmg.co.uk

Executive summary

2

- 1.1 Scope of this report
- 1.2 Summary of findings
- 1.3 Looking forward
- 1.4 Acknowledgements

Use of Resources

3

- 2.1 Summary of our assessment
- 2.2 KLOE 1: Financial Reporting
- 2.3 KLOE 2: Financial Management
- 2.4 KLOE 3: Financial Standing
- 2.5 KLOE 4: Internal Control
- 2.6 KLOE 5: Value for money

Appendices

- Appendix A: Summary of recommendations and action plan

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

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

If you have any concerns or are dissatisfied with any part of KPMG LLP's work, in the first instance you should contact Jon Gorrie, who is the engagement director to the Authority, telephone 0121 232 3694, jonathan.gorrie@kpmg.co.uk who will try to resolve your complaint. If you are dissatisfied with your response please contact Trevor Rees on 0161 236 4000, email trevor.rees@kpmg.co.uk, who is the national contact partner for all of KPMG's work with the Audit Commission. After this, if you are still dissatisfied with how your complaint has been handled you can access the Audit Commission's complaints procedure. Put your complaint in writing to the Complaints Team, Nicholson House, Lime Kiln Close, Stoke Gifford, Bristol, BS34 8SU or by e-mail to: complaints@audit-commission.gov.uk. Their telephone number is 0117 9753131, textphone (minicom) 020 7630 0421.

Section 1

Executive summary

1.1 Scope of this report

This report summarises the findings of the 2006 Use of Resources assessment carried out by KPMG LLP ("KPMG") at Bromsgrove District Council ("the Authority").

Our findings are summarised below, with our more detailed findings presented in the next section of this report and recommendations summarised in Appendix A.

1.2 Summary of findings

Between December 2006 and February 2007, we completed our second scored judgement on the Authority's use of resources. This assesses the Authority against Key Lines of Enquiry (KLOEs) specified by the Audit Commission, against which the Authority is scored on a scale between 1 (below minimum requirements) and 4 (performing strongly). The scores were reviewed by both KPMG's local and national quality control processes and then the Audit Commission's quality control procedures to ensure consistency in scoring with other auditors and authorities.

The Authority scored an overall level 2 (at minimum requirements – adequate performance). This shows a clear improvement from last year when the overall score was 1 - below minimum requirements. The Authority now has the basic corporate and financial management arrangements in place which allow it to address the Commission's minimum requirements in the areas of Financial Reporting, Financial Management, Financial Standing and Internal Control.

The Authority has also improved its arrangements for delivering value for money. However, this remains a challenge since a number of the Authority's services remain relatively high cost and low performance compared to its peers. As a result, the score on the value for money assessment remained at level 1. The key factor for this was that the Authority was not able to improve its performance and reduce costs for service delivery despite being able to demonstrate adequate arrangements for managing and improving its value for money.

1.3 Looking Forward

The key challenge for the Authority looking forward is to use the mechanisms now in place to achieve value for money by delivering cost effective and good quality services to its users. The Authority has demonstrated improvements in its overall use of resources but can make further progress through implementing the recommendations set out in this report. In summary, these are:

- **Financial reporting:** The Authority should consider how it can further develop the quality of the working papers supporting its statement of accounts.
- **Financial planning:** The Authority should use its corporate plan to clearly drive the medium term financial strategy by making both documents clearly link together.
- **Asset Management:** Members should be fully involved in scrutinising the management of the Authority's asset base and that there are kept informed on the progress of the asset management plan.
- **Reserves policy:** We recommend that the Authority's clearly reflects a thorough understanding of the needs and risks in its Medium Term Financial Strategy when setting the level of reserves and balances.
- **Risk Management:** The Authority should aim to embed its risk management processes through training and raising awareness among Members and staff.
- **Value for Money:** The Authority's Members and senior management should routinely challenge and scrutinise the linkage between costs and performance and should make effective use of benchmarking.

1.4 Acknowledgements

We would like to take this opportunity to thank Officers and Members for their continuing help and co-operation throughout our audit work.

Section 3

Use of Resources

2.1 Summary of our assessment

The Use of Resources assessment is based around five KLOEs: Financial Management; Financial Standing; Financial Reporting; Internal Control and Value for Money.

We formulated our judgement against the KLOEs by considering the evidence in the self assessment, holding interviews with the Authority's Officers and Members and through consideration of evidence from our other audit work. Following internal quality control processes by KPMG at both a local and national level, the draft scores were submitted to the Audit Commission for its national review, and have now been approved. The 2006 scores for the five individual KLOEs for Bromsgrove are:

KLOE	2005 score	2006 score
Financial Reporting	1	2
Financial Management	1	2
Financial Standing	2	2
Internal Control	1	2
Value for Money	1	1

Improvement opportunities

Improvement opportunities within each KLOE assessment area are detailed in the following sections.

2.2 KLOE 1: Financial Reporting

1.1: Production of statutory annual accounts	2
1.2: Promoting external accountability	2
Overall score for KLOE 1	2

The overall aim of the financial reporting assessment is to understand how effective the Authority's arrangements are for producing and publicising its annual accounts in accordance with relevant standards and timetables.

The accounts were received on time and the opinion was also issued prior to the statutory accounts publication deadline for the first time since 2003. The accounts were free from significant errors.

The quality of working papers showed an improvement from prior year. However, a number of key working papers were missing at the start of the audit.

Our review found that the Authority was not able to demonstrate that it is considering the views of a range of stakeholders in making its decision whether to publish an annual report.

Summary of recommendations on KLOE 1:

Recommendation 1: The Authority should ensure that key working papers are provided to auditors at the start of the audit that all key staff are available during the period of the audit visit. The dates of the audit visits with availability of working papers should be agreed with auditors and communicated to all staff.

Recommendation 2: The Authority should consider the views of a range of stakeholders in making its decision on whether to publish an annual report and the format that this should take.

Section 3

Use of Resources

2.3 KLOE 2: Financial Management

2.1: Financial planning and budget setting	2
2.2: Managing performance against budgets	2
2.3: Asset management	2
Overall score for KLOE 2	2

The overall aim of the financial management assessment is to understand how well the Authority plans its finances and delivers on these plans.

The Authority was able to demonstrate a clear improvement in its financial management arrangements compared to the position at the time of our previous assessment. The Authority now has key strategic and financial documents in place with adequate budget monitoring arrangements. The Authority also has an up to date capital strategy in place supported by a comprehensive asset management plan.

Our review noted links between the corporate plan and the medium term financial strategy by reflecting corporate objectives in its financial plans. However the Authority's corporate plan does not clearly drive the medium term financial strategy – for example, through ensuring that the corporate planning process systematically considers the costs of new initiatives and ongoing services, so that financial and strategic objectives are considered together.

At present, the monthly budget reports prepared for senior managers and officers do not incorporate accruals for expenditure which has been incurred but for which invoices have not been received. This means that budget reporting does not incorporate all financial commitments, presenting the risk that budget overspends are not detected and corrected on a timely basis.

We understand that the Authority has recently introduced an electronic ordering system. This facilitate accruals to be included in monthly budget reports in the future. However, while this system is being introduced, it would be desirable for the Authority to ensure that accruals arising from the existing manual ordering system are captured.

We noted that the Authority is facing budget overspends at a department level, based on the position as at December 2006. In order to improve its performance on KLOE 2.2, the Authority needs to ensure that departmental overspends are managed without significant operational or financial impact.

The Authority's recently developed and approved Asset Management Plan has yet to be fully implemented. We also noted that there is scope for Members to be more fully involved in scrutinising the management of the Authority's asset base.

Summary of recommendations on KLOE 2:

Recommendation 3: We recommend that the Authority uses its corporate plan to clearly drive the medium term financial strategy by making both documents clearly link together. The financial strategy should make it clear how the it achieves the corporate objectives of the Authority.

Recommendation 4: The Authority should introduce a process to ensure that accruals for income and expenditure are identified on a monthly basis for incorporation into monthly budget reports.

Recommendation 5: The Authority should identify the factors which have led to departmental overspends in the past, and should ensure that future years' budgets are realistic and achievable.

Recommendation 6: We recommend that Members should be more fully involved in scrutinising the management of the Authority's asset base and should ensure that they are kept informed on the progress of asset management plan.

Section 3

Use of Resources

2.4 KLOE 3: Financial Standing

3.1: Managing spending within available resources

2

The overall aim of the financial standing assessment is to evaluate the Authority's arrangements for managing its spending within the available resources, including how the Authority ensures that its finances are sustainable.

The Authority was able to maintain its overall spending within during 2005/06 with variations on most departments' budgets being relatively small.

The revenue balances as at 31 March 2006 stood at £2.3m. After using reserves to fund overspends and the improvement plan during 2006/07, the Authority is projecting the level of reserves to be £1.5m as at 31 March 2007, which would be sufficient to meet the target level of reserves of £850k.

This target reserves level informally incorporates consideration of risk. For example, the fact that the 2005/06 accounts were signed off on time reduced the uncertainty faced in previous years, when the accounts had not been signed off at the time that the next budget was set, which allowed the Authority to reduce the target level for 2007/08. However, there is scope for the Authority to consider more formally how risks should affect its reserves target. It is considered good practice for the potential financial effects of each risk on the corporate risk register to be estimated; this would allow the Authority to incorporate the effect of risks on its target reserves level in a quantitative, rather than just qualitative, way.

Summary of recommendations on KLOE 3:

Recommendation 7: The Authority should determine its target level of reserves by reference to the estimated financial effect of the risks which it faces and report the findings of the risk assessment to Members.

2.5 KLOE 4: Internal Control

4.1: Risk management	2
4.2: Internal control	2
4.3: Ethics and conduct	2
Overall	2

The overall aim of the internal control assessment is to understand the Authority's control arrangements, encompassing, risk management arrangements and how the Authority ensures a high standard of conduct by Members and officers, in addition to considerations of financial control.

The Authority has an approved and up to date risk management strategy in place. A newly appointed Audit Board reviews and approves the Statement of Internal Control, risk management process and the systems of internal control. The Authority also has a fully resourced internal audit function that operates in accordance with the CIPFA code of practice. System notes and manuals are in place for key systems. The Authority also has an in-house legal department ensuring compliance with relevant laws and regulation.

We understand that the Authority's risk management process is new and is yet to be embedded. The Authority assurance framework in place does not map the Authority's strategic objectives to risks, controls and assurances. The Authority does not proactively monitor compliance with standing orders, financial regulations and its scheme of delegation. Significant partnerships are not integral to the risk management process and the risks associated with them are not considered systematically.

The Authority is not yet able to demonstrate that it is proactive in its role to raise the standards of ethical behaviour amongst Members and staff. For example, there would be scope to develop further the training offered to Members and officers on ethics and conduct issues.

Section 3

Use of Resources

Summary of Recommendations on KLOE 4:

Recommendation 8: The Authority should aim to embed its risk management processes through training and raising awareness among Members and staff. The Authority's risk register should clearly map the Authority's strategic objectives to risks, controls and assurances.

Recommendation 9: The Authority should proactively monitor compliance with standing orders, financial regulations and the scheme of delegation through regular internal audit reviews and monitoring of exception reports.

Recommendation 10: We recommend that the Authority make significant partnerships integral to the risk management process. Management and Members should regularly review the risks associated with these partnerships.

Recommendation 11: The Authority should demonstrate that it is proactive in its role to raise the standards of ethical behaviour amongst Members and staff and should provide ethics training for Members and staff.

2.6 KLOE 5: Value for Money

5.1: Achievement of value for money	1
5.2: Processes to improve value for money	2
Overall	1

The Authority is now able to demonstrate adequate arrangements for managing and improving its value for money (KLOE 5.2). There is now an improved understanding of costs and performance. The Authority has also introduced a new performance management system which helps to produce quarterly performance reports for its Performance Management Board. The Authority has recently established a Procurement Steering Group driven by its Corporate Procurement Strategy and this is driving out inefficiencies and helping to reduce costs.

Despite the improvements in its process to improve value for money, there remain challenges for the Authority in tackling areas of high cost and low performance compared to similar authorities. This should be addressed through the use of benchmarking in a consistent and robust manner.

Our review also noted that the value for money culture is yet to be fully embedded within the Authority with middle managers and front line service providers fully understanding how performance information is currently used and reported.

Value for money considerations are not built into key processes and decision making, including the annual budget setting process, developing a VFM and efficiency culture.

We also noted that the Authority does not carry out robust assessment of service user needs. Delivering a high-quality service is an important part of achieving good value for money, so the Authority should ensure that the views of service users are considered in developing service objectives and budgets.

Summary of recommendations on KLOE 5:

Recommendation 12: The Authority should develop a mechanism to present cost information alongside performance to help develop further understanding of how costs relate to performance, at the budget/target setting stage, as part of in-year monitoring and for end of year out-turns. Members should then use this information to challenge areas of high cost or weak performance.

Recommendation 13: The Authority should carry out a regular assessment of service user needs and the results of the assessments should be considered in decision making.

Appendices

Appendix A: Summary of recommendations and action plan

No.	Recommendation	Priority	Management response	Timescale
1	The Authority should ensure that key working papers are provided to auditors at the start of the audit that all key staff are available during the period of the audit visit. The dates of the audit visits with availability of working papers should be agreed with auditors and communicated to all staff.	High	Accountancy staff have met with KPMG to review the PBC list to enable correct interpretation of requirements. Team have also visited Wychavon for advice and support on working papers. Audit have been given dates of when staff are available and managers are all aware of dates of audit via the final accounts timetable.	July/August 2007
2	The Authority should consider the views of a range of stakeholders in making its decision on whether to publish an annual report and the format that this should take.	Medium	The Authority has consulted a sample of the public via a SNAP survey in relation to the Council results and annual report. The feedback will be taken into account in preparing the 06/07 report.	Implemented
3	We recommend that the Authority uses its corporate plan to clearly drive the medium term financial strategy by making both documents clearly link together. The financial strategy should make it clear how the it achieves the corporate objectives of the Authority.	High	The Council links via the Revenue and Capital bid request forms the funds to priority and uses this during the budget approval process. The Council will identify more clearly those that are non priority as part of the 2008/09 financial planning period.	March 2008
4	The Authority should introduce a process to ensure that accruals for income and expenditure are identified on a monthly basis for incorporation into monthly budget reports.	Medium	The implementation of the Commitment Accounting System will introduce commitments for expenditure based on original orders. The Council will review the impact of income accruals and the added value to the financial information if actioned.	
5	The Authority should identify the factors which have led to departmental overspends in the past, and should ensure that future years' budgets are realistic and achievable.	High	The review of the medium term financial plan for 2007/08 included a review of the budgets required to delivery the services provided by the Council with a focus on those that were overspent or had shortfalls in income received. Following identification of the reasons for the variations and the impact on the priorities the 2007/08 budgets were approved at the realistic level.	Implemented
6	We recommend that Members should be more fully involved in scrutinising the management of the Authority's asset base and should ensure that they are kept informed on the progress of asset management plan.	High	The Asset Management Plan was approved in early 2007 and this details the Councils strategy for managing assets. This will be reviewed through the Council Plan and managed together with the Capital Programme.	Implemented
7	The Authority should determine its target level of reserves by reference to the estimated financial effect of the risks which it faces and report the findings of the risk assessment to Members.	High	The appropriate level of reserves was reported as part of the medium term financial plan for 2007/08 following a review of the risk to the Authority of the financial position.	Implemented

Appendices

Appendix A: Summary of recommendations and action plan

No.	Recommendation	Priority	Management response	Timescale
8.	The Authority should aim to embed its risk management processes through training and raising awareness among Members and staff. The Authority's risk register should clearly map the Authority's strategic objectives to risks, controls and assurances.	High	<p>Risk management training has been arranged for staff during May, September, November and February. Training for members has been identified as part of the modern councilor programme.</p> <p>The new risk management process links service and corporate objectives to the Council's objectives. The new risk registers also detail high impact risk areas, current controls and an improvement action plan.</p> <p>The Audit Board will receive quarterly exception reports on the departmental and corporate risk registers to ensure members are aware of how risks are managed in the Authority.</p>	Implemented
9	The Authority should proactively monitor compliance with standing orders, financial regulations and the scheme of delegation through regular internal audit reviews and monitoring of exception reports.	High	Internal Audit monitors compliance with Financial Regulations, Standing Orders and the Scheme of Delegation as necessary during individual audit reviews and reports issues as, required. Internal Audit has not completed a separate review on Financial Regulations, Standing Orders and the Scheme of Delegation, although a review of these areas is risk assessed annually as part of the audit planning process.	Implemented
10	We recommend that the Authority make significant partnerships integral to the risk management process. Management and Members should regularly review the risks associated with these partnerships.	High	<p>There is a key objective on the Corporate Risk Register entitled "Effective partnership working". This objective will be reviewed by officers and Members in line with the new Risk Management Framework.</p> <p>Risk management partnership working is currently being explored with other Councils in the area.</p>	
11	The Authority should demonstrate that it is proactive in its role to raise the standards of ethical behaviour amongst Members and staff and should provide ethics training for Members and staff.	Medium	The Council has undertaken an ethical governance review which has identified areas of weakness and member development. Accordingly the Council has developed an action plan to address these points and these are being monitored through corporate management team and the member development steering group.	Implemented
12	The Authority should develop a mechanism to present cost information alongside performance to help develop further understanding of how costs relate to performance, at the budget/target setting stage, as part of in-year monitoring and for end of year out-turns. Members should then use this information to challenge areas of high cost or weak performance.	High	The integrated finance and performance monitoring report is presented to Performance Management Board and Cabinet on a quarterly basis to show the relationship between cost and performance and includes action plans to address area of concern. VFM Action plans are in place to address benchmarking of services to allow comparison of service delivery against customer satisfaction.	Implemented

Appendices

Appendix A: Summary of recommendations and action plan

No.	Recommendation	Priority	Management response	Timescale
13	The Authority should carry out a regular assessment of service user needs and the results of the assessments should be considered in decision making.	High	The Business Plans for 2007/08 include the use of surveys and customer questionnaires to establish service user needs and satisfaction levels. These will be used to develop the services delivered to our customers. In addition there will be various advertising campaigns during 07/08 to identify customer need and satisfaction of council delivered services.	Implemented

Use of Resources – Self Assessment Exception Report

Key Line of Enquiry	Financial Management
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Level 2	Key Line of Enquiry Descriptor	Pass/Fail	Comments	Action Plan
2	2.3.5 The Council's arrangements for reporting to Members are sufficient to ensure that they fulfil their responsibility in relation to the council's land and buildings portfolio at both a strategic and service level	Fail	Not at present.	Assets Management Group established – new system to be implemented as part of the spatial project Reporting to members to be initiated by new group in 2007/08
2	2.3.6 The Council has an annual programme of planned maintenance based on a rolling programme of property surveys	Fail	Not at present	Assets Management Group established – will address issue of planned maintenance
2	2.3.7 The council has assessed the level of backlog maintenance	Fail	Not at present	Assets Management Group established – will address issue of maintenance

Level 3	Key Line of Enquiry Descriptor	Pass/Fail	Comments	Action Plan
3	2.3.10 There is a plan in place to reduce the level of backlog maintenance and this has been approved by members	Fail		Assets Management Group established – will address issue of planned maintenance
3	2.3.11 The council has developed a set of local performance measures in relation to assets that link asset use to corporate objectives	Fail		Assets Management Group established – will address issue of performance measures
3	2.3.12 The council makes investment and disposal decisions based on thorough option appraisal and whole life costing	Fail	Yes for investment, but poor on disposal.	Assets Management Group established – will address issue of disposals

Level 4	Key Line of Enquiry Descriptor	Pass/Fail	Comments	Action Plan
4	2.3.13 Performance measures and benchmarking are being used to describe and	Fail		Will be addressed through asset management group

	evaluate how the council's asset base contributes to the achievement of corporate and service objectives, including improvement priorities			
4	2.3.14 The results of performance measurement and benchmarking are communicated to stakeholders where relevant	Fail		Will be addressed through asset management group
4	2.3.15 The council has developed an approach for the co-ordination of asset management information and its integration with relevant organisational financial information	Fail		Will be addressed through asset management group

Key Line of Enquiry	Financial Reporting

Level 4	Key Line of Enquiry Descriptor	Pass/Fail	Comments	Action Plan
4	1.2.8 The council publishes an annual report or similar document which includes summary accounts and an explanation of key financial information and technical terms designed to be understandable by members of the public	Fail	Not published for 2005/06 Annual report to include performance and summary accounts published separately in 2006/07 for public and on website	Annual report and summary accounts to be merged into one document for 2007/08

Key Line of Enquiry	Financial Standing
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Level 2	Key Line of Enquiry Descriptor	Pass/Fail	Comments	Action Plan
2	3.1.8 The council sets and monitors targets for income collection and recovery of arrears, based on age profile of debt	Fail	During 2005/06 HOS were sent monthly updates of debts outstanding for action within the department. A target of 15% of debt over 35 days was set for 2006/07 as part of the financial services business plan – this is monitored on a monthly basis	To continue to monitor monthly

Level 3	Key Line of Enquiry Descriptor	Pass/Fail	Comments	Action Plan
3	3.1.9 The council consistently maintains its spending within its overall budget and without significant unexpected overspends or under-spends	Fail	The councils budget overall for 2005/06 was significant and did not meet the expectation of the budget setting for the financial year. The variations for 2006/07 had been expected and actions	Regular financial monitoring will improve the variations to spend

			had been put in place to manage the overspends to budget.	
3	3.1.10 The council has identified target levels for reserves and balances that are based on a thorough understanding of its needs and risks, including its treasury management strategy and is meeting these targets	Fail	The levels of balances and reserves are not in line with reviews of treasury strategy, but do include an assessment of financial risk associated with the councils finances	Further work needed
3	3.1.11 Monitoring information is available that evaluates the effectiveness of recovery actions, associated costs, and the cost of not recovering debt promptly	Fail	Not produced by the Council	Further work needed

Level 4	Key Line of Enquiry Descriptor	Pass/Fail	Comments	Action Plan
4	3.1.12 Members monitor key financial health indicators and set challenging targets, e.g. income collection, levels of variances from budget, prudential framework indicators, capital programme management	Fail	Integrated financial and performance reports are presented to members on a quarterly basis however there is a little challenge and discussion on these reports.	Further work needed to include member training on financial awareness
4	3.1.13 The council monitors the opportunity costs of maintaining its levels of reserves and balances and compares these to the benefits it accrues	Fail	Not performed by the council	Further work needed

Key Line of Enquiry	Internal Control
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Level 3	Key Line of Enquiry Descriptor	Pass/Fail	Comments	Action Plan
3	4.2.16 The procedure notes/manuals for those systems identified by the council as being business-critical are reviewed and updated at least annually	Fail	Procedure rules for business-critical systems have been written, but require annual review	
3	4.2.17 The standing orders, standing financial instructions and scheme of delegation are reviewed at least annually	Fail	Financial Regulations and Contract Procedure Rules have been adopted. A Scheme of Delegation is in place. All documents require annual review	
3	4.2.18 Compliance with standing orders, standing financial instructions and the scheme of delegation is monitored by management, and any breaches identified and appropriate action taken	Fail	Financial Regulations, Contract Procedure Rules and the Scheme of Delegation require embedding and monitoring	

Key Line of Enquiry	Value for Money
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Please see Appendix 3.

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Value for Money Update on Sept 06 assessment

Performance Management Board

The Performance Management Board and Executive Cabinet receives an integrated financial and performance report on a quarterly basis to inform members on the overall position of the Council.

The integrated financial and performance report provides information across a wide range of performance indicators relating to corporate priorities and the interrelationship between the Authority's financial position and operational performance in key areas. There are action plans in place that demonstrate where areas of concern are focused to ensure the Council meets its financial and operational objectives.

The PMB evaluates these reports and critically assesses the financial and performance service data provided. The PMB also scrutinises the Council's Improvement Plan that monitors the actions required to deliver better service's and corporate practices throughout the Council.

Performance Monitoring

Performance Monitoring: Service Business Plans, containing the Council Plan and Improvement Plan actions, are monitored and managed through a three tier approach:

1. The Government Monitoring Board receives update reports against the Improvement Plan at its monthly meetings.
2. Councillors receive regular performance monitoring information at the monthly Performance Management Board and Cabinet. This information includes updates on the Improvement Plan, quarterly performance figures on public facing services and specific indicators.
3. All the above information goes to the Council's Corporate Management Team for detailed review and challenge.

Value for Money Strategy and Action Plans

- 10.1 The Council is committed to work to establish Value for Money principles in the way in which its services. The key processes through which these principles will be delivered are contained within the Value for Money Strategy which was approved in January 2007. Some of these principles are embedded to a lesser or greater degree within the organisation; others will need to be established.
- 10.2 Departments must develop a vision of what services they will deliver and what the services will look like. This is already included as a key part of the Service Business Planning process. Once the vision has been established and translated into practical activities, **all** resources must be directed into achieving that vision. If any activity is only partly aimed at achieving the overall vision, the resources must be redirected to other activities. The responsibility for developing and implementing this vision must be that of the Head of Department.
- 10.3 In order to develop and establish a Value for Money culture within the Council;
- Departments must take care to investigate and understand customers' expectations and priorities and reallocate resources to satisfy them. This is key to making sure that resources are allocated according to the Council's overall priorities.
 - Departments must act commercially in delivering services. Public sector managers act commercially when they use and procure resources (such as staff, equipment, available funds) efficiently and those resources are solely used for achieving the overall vision of the service.
 - As well as establishing Value for Money principles within their service on a day-to-day basis, Departments must look to develop specific VFM projects aimed at generating efficiency gains and/or service improvements. The criteria for selecting these projects will focus on areas of above average cost and/or below average performance.
 - The Business Service Plans must include VFM targets and be linked to the achievement of efficiency gains to be included in the budget. At the same time they have to deliver longer-term efficiency gains to be included in the Medium Term Financial Plan. For some services VFM targets will be relatively easy to quantify and measure. For others (e.g. planning) the achievement of a set of performance goals may constitute the achievement of Value for Money.

- Where service Departments are proposing efficiencies, they must consult with central Departments that possess the expertise to deal with particular issues that may arise, for example in the fields of legal services, finance, ICT and Human Resources. For example, most efficiency proposals will have some HR implications for staff and the Council and may require consultation with the trade unions.
- Departments need to monitor on a regular basis how well they are achieving the cost and performance targets. This will require the ability to access data on demand and immediately rather than at the end of a quarter or a month. Managers must hold regular meetings which concentrate on up-to-date assessments of performance and plan action to be implemented as soon as possible to improve performance.
- The large ICT projects such as the Spatial Project have the capability of delivering significant efficiencies but these efficiencies can only be maximised if the user departments plan at an early stage how they are going to use the new technological capabilities to provide measurably better customer services and/or deliver cost savings. The Departments also need to consider (and include in their service plans) how the new technologies will enable them to transform the way in which they do business and enable them to reallocate resources from traditional activities to new ways of working.
- The Corporate Management Team (CMT) needs to consider on a regular basis examples of where Authority wide projects (i.e. those affecting more than one or indeed all Departments) need to be implemented in order to deliver efficiency gains. This might include initiatives to improve sickness absence rates across the Authority or procurements affecting one or more Departments. The CMT also needs to consider whether it can demonstrate that Value for Money is being delivered. This might involve considering the outsourcing of particular services such as leisure and refuse collection.
- Managers must draw up an action plan to deliver Value for Money as part of the way in which they deliver their services. This action plan needs to set out practical ways in which officers can improve Value for Money in the next year and in the medium term (1 to 5 years). The action plan must aim to improve the key performance indicators for the service as well as unit costs
- The Authority will continue to use partnerships with the public, private and voluntary sector to generate efficiencies. This is already being done through initiatives such as the Worcestershire Revenues and Benefits initiative and the Worcestershire Hub.

- The Authority needs to monitor Value for Money proposals to ensure they are fully implemented and the benefits realised. The Authority can use its project management framework for this and the Finance team can record efficiency gains made in the Annual Efficiency Statement.
- Members can play an important and proactive role in encouraging for Value for Money throughout the Authority. The portfolio holder for Financial Services will support the awareness and ownership of VFM at the member level

Since April 2007 the Heads of Service have developed action plans to support the delivery of Value for Money within the Council (extract of Financial Services plan below). Geoff Denaro (portfolio holder for finance) is the lead member who is involved in the discussions on how to move VFM forward.

Challenge meetings are underway with the Improvement Director, member champion and Head of Financial Services to identify the key areas of focus for departments and to plan a timeline for the improvements to be made.

Procurement activity continues at a pace with the support of the procurement manager with various projects being undertaken to support the delivery of Value for Money and improved procurement practices in the Council. These include:

- Renegotiation of utility contracts.
- Negotiation of sponsorship deals in the district.
- Procurement of digital printers within the Council.
- Implementation of Government Procurement Cards.
- Market tender of stationery contract with other districts in Worcestershire.
- Reviewed supplier listing with the aim to secure framework contracts for services provided and therefore reduce number of suppliers.
- Negotiated diesel contract using OGCB's contract and reducing costs

There are a number of other issues that are being investigated by the procurement manager.

The attached table is an extract from the current Council Plan which identifies how the Council aims to improve VFM over the next 3 years.

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
	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
	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
	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

Extract from Financial Services Business Plan in relation to VFM

9.2 The accountancy, procurement and Internal Audit teams will support and advise the services within the Council in the exploration of any alternative methods of front line service delivery. This will include the provisions of financial option appraisals, advising on the compliance with procurement regulations and ensuring risk is addressed when considering alternative provision. However there are certain actions that specifically will be undertaken by Financial Services to improve VFM at Bromsgrove. These are :

- 9.3
- ✚ Financial Services to undertake a customer survey in October 07 to analyse the view of the customer of the services provided.
 - ✚ Benefits to undertake a customer survey using SNAP to find out how the Council can improve the service to the customer. November 2007.
 - ✚ The Purchase Order processing commitment system to be fully implemented across the Council by September 07. This will improve the financial information presented to officers and members and the budget management.
 - ✚ Pursue alternative methods of service delivery / providing services for other councils – in particular the extension of the procurement partnership and the recovery within revenues and benefits. By June 07 to have a plan in place with another district to realise efficiencies of joint working.
 - ✚ Continued development of the partnership with the County and pensions service in the third age project with the Councils welfare officer. To be fully committed to joint working in the delivery of home visits by September 07.
 - ✚ To widen the implementation of Government Procurement Cards with the aim to identify a further 50 suppliers to utilise the service.
 - ✚ Benchmarking work to be undertaken to see what the targets are for Accountancy and Internal Audit Services in excellent councils which will enable the council identify the true value of the internal service provision. To be undertaken in July 07.
 - ✚ The section will work hard to improve budget monitoring information to support the financial management and control of service departments. To demonstrate improvements by June 07.

- ✚ To work with the facilities team to reduce cost of utilities across the Council. By October 2007.
- ✚ To implement the home working project as supported by the DWP to realise efficiencies in space and time for staff who are supported in this scheme.

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