



BROMSGROVE DISTRICT COUNCIL

CABINET

WEDNESDAY, 3RD OCTOBER 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 5th September 2007 (Pages 1 - 6)
4. To receive the minutes of the meeting of the Scrutiny Steering Board held on 4th September 2007 (Pages 7 - 10)
5. To receive any comments made by the Scrutiny Steering Board at its meeting held on 2nd October 2007 with regard to the items to be considered at the Cabinet meeting
6. To receive the minutes of the meeting of the Audit Board held on 17th September 2007 (Pages 11 - 14)
7. To receive the minutes of the meeting of the Performance Management Board held on 18th September 2007 (Pages 15 - 18)
8. Bromsgrove Youth Capital Budget - Proposed Expenditure (Pages 19 - 24)
9. Bromsgrove Play Action Plan (Pages 25 - 70)
10. Customer Panel Survey (1) (Pages 71 - 124)
11. Improvement Plan Exception Report (July 2007) (Pages 125 - 134)

12. Corporate Risk Register (Pages 135 - 168)
13. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting

K. DICKS
Chief Executive

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA

24th September 2007

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

WEDNESDAY, 5TH SEPTEMBER 2007 AT 6.00PM

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, M. J. A. Webb and P. J. Whittaker

Observers: Councillors J. T. Duddy and P. M. McDonald.

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

50/07 APOLOGIES FOR ABSENCE

No apologies for absence were received.

51/07 DECLARATIONS OF INTEREST

No declarations of interest were received.

52/07 MINUTES

The minutes of the meeting of the Cabinet held on 1st August 2007 were submitted.

RESOLVED that the minutes be approved as a correct record.

53/07 SCRUTINY STEERING BOARD

The minutes of the Scrutiny Steering Board held on 31st July 2007 were submitted.

RESOLVED that the minutes be noted.

54/07 COMMENTS MADE BY THE SCRUTINY STEERING BOARD

The Chairman of the Scrutiny Steering Board submitted the following comments on behalf of the Scrutiny Steering Board on items to be considered at the meeting:

- (a) Barnsley Hall Football Project – It was questioned whether revenue would be lost if the site was made available to the community rather than to one team;

- (b) Council Plan Part 1 – It was asked if any action had been or was planned to be taken to address drug issues at local schools particularly in Charford where drug use had been identified as an issue;
- (c) Council Plan Part 1 – It was requested that the regeneration of the Longbridge site be included as one of the Council's top five priorities;
- (d) Financial and Performance Monitoring Integrated Report – June 2007 – Concern was expressed regarding the recommendation to revise current targets. The Scrutiny Steering Board felt that efforts should be made to ensure current targets were met rather than reducing the targets.

The Chairman confirmed that these comments would be considered when the various items were discussed.

55/07 **PERFORMANCE MANAGEMENT BOARD**

The minutes of the Performance Management Board held on 21st August 2007 were submitted.

RESOLVED that the minutes of the meeting be noted and the recommendation approved.

56/07 **BARNSELY HALL FOOTBALL PROJECT**

Consideration was given to a report on the latest position regarding the Barnsley Hall Football Project. The Portfolio Holder for Community Safety and Leisure Services referred to the issue raised by the Scrutiny Steering Board on this issue as set out in minute 54/07 and confirmed that there was a shortfall of football pitches in the District and that it was recognised that there was a demand from the community as a whole for such facilities. It was felt that if a particular group wished to work in partnership with the Council then a formal approach would be required.

RESOLVED:

- (a) that the current position regarding the Barnsley Hall Football Project be noted;
- (b) that the site be managed as a facility for the community as a whole and be operated in accordance with the existing playing pitch stock;
- (c) that officers be requested to inform relevant groups that the Council will not enter into a lease agreement in respect of the exclusive use of the site; and
- (d) that officers be requested to investigate any potential additional sources of funding and that the authority to submit any application or proposal for such funding be delegated to the Head of Culture and Community Services and the Head of Financial Services in agreement with the Portfolio Holder for Community Safety and Leisure Services.

57/07 **STRATEGIC HOUSING CAPITAL PROGRAMME**

The Cabinet considered a report on the proposed virement of capital funding allocated in the budget to general Strategic Housing budgets to specific affordable housing schemes.

RECOMMENDED:

- (a) that the virement of budgets within the Council's approved Strategic Housing Capital Programme as set out in Appendix 1 to the report be approved;
- (b) that delegated authority be granted to the Head of Planning and Environment and Head of Financial Services in agreement with the Portfolio Holder for Strategic Housing to allocate the remaining funds in the approved 2007/08 Housing Capital Programme to specific schemes.

58/07 **CAR PARKING ORDER - CONSULTATION OUTCOME**

Consideration was given to the report on the outcome of the consultation on proposed changes to the Car Parking Order which had previously been considered by Cabinet.

RESOLVED that in view of the lack of any substantial objections to the proposed Car Parking Order, the Order be implemented as previously agreed.

59/07 **BUSINESS PLANNING TEMPLATES 2008/09**

The Cabinet considered a report on the approach to be taken on business planning for 2008/09 including amended service business planning templates. Portfolio Holders were reminded of the need to work closely with their Head of Service as part of the business planning process.

RESOLVED:

- (a) that the departmental service business plan template as set out in Appendix 1 to the report be approved;
- (b) that the Value for Money scoring matrix as set out in Appendix 2 to the report be approved;
- (c) that the annual planning and performance and the timetable for reviewing the medium term financial plan as set out in Appendices 3 and 4 respectively be approved; and
- (d) that it be noted that the first draft business plans (including budget bids and savings) will be completed by 30th September 2007 and that Portfolio Holders should be meeting with their Heads of Service in early September to provide a steer on policy and again at the end of September to review the first draft of the plan.

60/07 **ENERGY SAVING AND CLIMATE CHANGE**

Consideration was given to the report on a recent assessment undertaken by the Energy Saving Trust relating to ways in which the Council could address

the issue of climate change across the range of Council activities. It was accepted that this was an important issue although Members were mindful that officers also had to concentrate on the Council's priorities.

RESOLVED:

- (a) that the recommendations contained in the report from the Energy Savings Trust be received;
- (b) that officers be instructed to establish a project group, including the Portfolio Holder for Strategic Housing, to evaluate the recommendations contained in the report with a view to reporting at the end of the financial year on progress made; and
- (c) that the Portfolio Holder for Strategic Housing be designated as the lead Member for climate change.

61/07 **COUNCIL PLAN 2008-2011 PART 1**

Consideration was given to the report on Part 1 of the Council Plan 2008-2011. It was noted that the Council Plan effectively forms the business plan for the Council as a whole and is therefore a key document for Members.

Reference was made to the comments submitted by the Scrutiny Steering Board, as set out in minute 54/07, in relation to addressing drug use and to the inclusion of the regeneration of Longbridge as one of the Council's top five priorities. With regard to drug use it was felt that this should be referred to the Crime and Disorder Reduction Partnership for consideration. In relation to the possibility of including the regeneration of Longbridge as a priority, it was noted that this project whilst extremely important had now reached the stage where the preferred option had been identified and officers were working on the details of implementation. It was not therefore considered appropriate to include this as one of the five priorities.

RECOMMENDED:

- (a) that the Council's Vision and Objectives be reconfirmed;
- (b) that the analysis of the Council's national, regional and local context as set out in Appendix 1 to the report be noted;
- (c) that based on this context, the definitions of the Council Objectives as set out in Appendix 2 to the report be approved;
- (d) that, based on this context, the Council Priorities be reduced to five, these being:-
 - A thriving market town
 - Clean streets and recycling
 - Customer Service
 - Sense of Community
 - Housing

62/07 **FINANCIAL AND PERFORMANCE MONITORING INTEGRATED REPORT - JUNE 2007 (QUARTER 1)**

The Cabinet considered an integrated report on finance and performance monitoring as at 30th June 2007. As part of the consideration of this item reference was made to the comments of the Scrutiny Steering Board regarding the amendment of performance targets as set out in minute 54/07. Following detailed discussion it was

RESOLVED:

- (a) that it be noted that 67% of indicators are improving or stable at the quarter end (compared to 80% in the previous period);
- (b) that it be noted that 65% of indicators are achieving their targets at the quarter end (compared to 66% in the previous period);
- (c) that the performance targets referred to in section 4.1 be amended as follows:-
 - (i) BV205 (Quality of Planning Checklist) – target to be revised to 94% in view of the requirement for implementation of the spatial project;
 - (ii) CSC LPI (Average telephone answer time) – target to be revised to 35 seconds with a view to reducing to 30 seconds within six months and to 20 seconds within twelve months;
 - (iii) CSC LPI (percentage of calls answered) – target to be revised to 80% with a view to increasing to 85% within six months.
- (d) that the underspend on revenue and capital funding for the first quarter of £269,000 and £129,000 respectively be noted.

63/07 **USE OF RESOURCES SELF ASSESSMENT**

The Cabinet considered a report on the feedback from KPMG in relation to the Use of Resources formal judgement for 2006 and on the updated self assessment submitted to KPMG in July 2007.

RESOLVED:

- (a) that the 2006 Use of Resources feedback and recommendations received from KPMG as set out in Appendix 1 be noted;
- (b) that the 2007 Use of Resources self assessment exceptions report which has been submitted to KPMG for a formal judgement to be made as set out in Appendix 2 be noted;
- (c) that the Use of Resources Self Assessment for Value for Money as set out in Appendix 3 be noted.

The meeting closed at 7.25 pm

Chairman

This page is intentionally left blank

Agenda Item 4

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE SCRUTINY STEERING BOARD

TUESDAY, 4TH SEPTEMBER 2007

PRESENT: Councillors P. M. McDonald (Chairman), J. T. Duddy (Vice-Chairman), Mrs. M. Bunker, R. J. Deeming, B. Lewis F.CMI, D. L. Pardoe and C. B. Taylor

Officers: Mr. H. Bennett, Mrs. S. Sellers and Ms. D. McCarthy.

28/07 APOLOGIES FOR ABSENCE

No apologies for absence were received.

29/07 DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS

No declarations of interest or whipping arrangements were made.

30/07 MINUTES

The minutes of the meeting of the Scrutiny Steering Board held on 31st July 2007 were submitted.

RESOLVED that the minutes be approved as a correct record.

31/07 POTENTIAL JOINT SCRUTINY WORK

The Board considered the possibility of joint working and what topics might be better scrutinised on a countywide basis. It was suggested that a possible item for joint scrutiny work could be climate change. However, as this was an area which was due to be considered by the Cabinet, it was suggested that the Board could wait to see the outcome of the Cabinet discussions.

RESOLVED that once the Cabinet has considered its report relating to Climate Change, the Scrutiny Steering Board reconsider whether or not to put forward climate change as a possible topic for joint scrutiny on a countywide basis.

32/07 CABINET COMMENTS ON SCRUTINY TASK GROUPS

Members considered comments the Cabinet had made in relation to the Air Quality Task Group which were for the Task Group to look at air quality issues surrounding the proposed re-development of Bromsgrove Railway Station. It was believed that it was likely that the Air Quality Task Group would consider this issue during its work and it was already within the Task Group's remit.

There was a discussion on Cabinet suggestions regarding the Public Transport – Buses Task Group including proposals surrounding the re-development of Bromsgrove Railway Station within its terms of reference. However, it was explained that since the Cabinet meeting, the Scrutiny Steering Board Chairman and Leader had met to discuss the item and it had been clarified that the Cabinet wished to withdraw the suggestion relating to the Public Transport - Buses Task Group.

RESOLVED that the Air Quality Task Group consider air quality issues relating to the proposed re-development of Bromsgrove Railway Station, particularly in 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 as this would impact on traffic congestion.

33/07 **SCRUTINY TASK GROUP UPDATES**

Air Quality Task Group

The Chairman of the Task Group, Councillor McDonald, updated the Board on the progress of the Air Quality Task Group. He briefly stated what Members had considered at meetings which had already taken place and informed the Board that the next meeting was scheduled to be held on 20th September 2007.

It was explained that a representative from Worcestershire County Council's Highways had attended the previous meeting and a different officer from County's Highways was expected to attend the next meeting. A representative from Worcestershire Primary Care Trust had been invited to discuss data received from an Epidemiologist (who studies epidemic diseases) and the Task Group was hopeful that a representative from the Highways Agency would be in attendance at the next meeting too. Members of the public who had voiced their concerns in writing had also been invited.

Public Transport – Buses Task Group

Councillor Lewis, Chairman of the Task Group, informed Members what information had been gathered so far, such as information on similar scrutiny investigations carried out by other local authorities including Staffordshire Moorlands District Council.

The Task Group Chairman explained that appropriate witnesses were being invited to future Task Group meetings which were due to be held on 14th and 27th September 2007.

It was stated that there were 14 bus companies in operation across the District and due to the number, letters would be sent asking them to provide answers to questions from the Task Group. There was a short discussion on some issues relating to the work of the Task Group which included: recent bus timetable changes; the provision of bus shelters by the District Council and

Parish Councils; bus fare concessions; the draft Integrated Passenger Transport Strategy; the shortage of bus drivers; lack of early bus services; and lack of bus services to Bromsgrove town centre from other parts of the District.

Refuse and Recycling Task Group

The Chairman of the Task Group, Councillor Taylor, commented that the first meeting had been interesting and that Mr. McGrath, the facilitator (for both the Refuse and Recycling Task Group and Public Transport – Buses Task Group) had been very helpful.

It was explained that the Task Group had identified key areas to be looked into further which included workforce development and options for green waste collections during the winter. It was commented that there could be further consultation with the public and Parish Councils and consideration would be given to the Customer Panel Survey which had recently been carried out. The Task Group Chairman commented that Street Scene and Waste Management officers who attended the meeting had a wealth of knowledge and were able to answer all questions put to them.

RESOLVED that the verbal updates given on the progress of each of the Scrutiny Task Groups be noted.

34/07 **CABINET'S FORWARD PLAN**

Consideration was given to 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.

35/07 **WORK PROGRAMME**

The work programme for the Scrutiny Steering Board was considered.

RESOLVED that the work programme be noted.

36/07 **ITEMS TO BE CONSIDERED AT CABINET**

Members discussed the items on the Cabinet agenda for the meeting scheduled to be held the following evening on 5th September 2007. There were detailed discussions and questions raised on four items which were: the Barnsley Hall Football Project; Energy Saving and Climate Change; Council Plan Part 1; and the Financial and Performance Monitoring Integrated Report - June 2007.

Regarding the Council Plan Part 1 item, the Assistant Chief Executive explained that the purpose of the report was not to give detailed responses to problems identified. Instead, Members were asked to consider whether the priorities for the Council outlined in the report were correct, as those priorities would drive the Council's budget.

RESOLVED:

- (a) that the following comments and questions be put forward to Cabinet on behalf of the Scrutiny Steering Board:
 - (i) Barnsley Hall Football Project – The Board questioned what evidence was available to show the community would use the site;
 - (ii) Energy Saving and Climate Change – It be recommended that Councillor B. Lewis F.CMI become a member of the Project Group;
 - (iii) Council Plan Part 1 – It be asked if any action had been or was planned to be taken to deal with drug issues at local schools, specifically Bromsgrove South School located in Charford Ward where it had been identified drug use was a significant issue;
 - (iv) Council Plan Part 1 – It be requested that the regeneration of the Longbridge site be included as one of the Council's top five priorities;
 - (v) Financial and Performance Monitoring Integrated Report - June 2007 – There was concern over the recommendations relating to revising targets. The opinion of the Scrutiny Steering Board was to ensure current targets were met rather than reducing the targets;
- (b) that the Assistant Chief Executive ensure that Members of the Board are informed of what work the Council was doing to ensure residents were claiming benefits they were entitled to, particularly the elderly living on their own and those identified as having special needs;
- (c) that the Performance Indicator relating to domestic violence (BV225) be monitored by the Performance Management Board to ensure that the Council was meeting its target;
- (d) that it be confirmed whether or not Worcestershire County Council's Highways had always paid rent for the use of the Burcot Room in previous years; and
- (e) that a copy of the letter which was sent to all Members from the Chief Executive regarding the staff restructure within Legal, Equalities and Democratic Services earlier in 2007, be distributed to Members of the Scrutiny Steering Board due to questions around savings following the deletion of the Democratic Services Manager post.

The meeting closed at 7.40 pm

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE AUDIT BOARD

MONDAY, 17TH SEPTEMBER 2007 AT 6.00 PM

PRESENT: Councillors C. J. K. Wilson (Chairman), S. R. Colella (Vice-Chairman),
Mrs. H. J. Jones, D. McGrath, Mrs. C. J. Spencer and E. C. Tibby

Officers: Ms. J. Pickering, Mr. N. Shovell and Ms. D. Parker-Jones

13/07 **APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor C. R. Scurrall.

14/07 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

15/07 **MINUTES**

The minutes of the meeting of the Audit Board held on 25th June 2007 were submitted.

RESOLVED that the minutes be approved as a correct record.

16/07 **EXTERNAL AUDIT REPORT TO THOSE CHARGED WITH GOVERNANCE
- STATEMENT OF ACCOUNTS FOR THE YEAR ENDED 31ST MARCH
2007**

In view of the urgent need for Members to have sight of the report from KPMG LLP (UK), the Council's external auditor, which was necessary in order for an opinion to be issued on the Council's accounts, the Chairman agreed that consideration be given to the draft report which was tabled at the meeting.

The report, which summarised the auditors findings and conclusions on the Council's Accounts and Statement on Internal Control, together with its Use of Resources, and which also contained the draft Management Representation Letter, for the year ended 31st March 2007, was required in order to comply with the requirements of International Standard on Auditing (UK and Ireland) 260 ("ISA260") - *Communication of Audit Matters to Those Charged with Governance* and the Audit Commission's *Code of Audit Practice*.

The Chairman introduced Mr John Gorrie and Mr Tim Pearce, Director and Audit Manager respectively at KPMG LLP (UK). Mr Gorrie introduced the report and Mr Pearce spoke on the report contents. It was noted that the auditors proposed to issue an unqualified audit opinion on 24th September 2007 and that the Head of Financial Services would be speaking with the auditors regarding certain aspects of the report's supporting commentary.

RESOLVED that the "External audit: Report to those charged with Governance", including the draft Management Representation Letter at Appendix 6 to the Report, be noted.

17/07 **INTERNAL AUDIT PERFORMANCE AND WORKLOAD**

Members considered a report which gave a summary of the current performance and workload of the Internal Audit Section for the first five months of the year.

The Audit Services Manager advised the Board of staffing issues within the Internal Audit Section, which it was noted had had an affect on some of the planned audits. A meeting had taken place with the Audit Commission in this regard and a revised approach agreed, which it was noted would meet the minimum requirements as laid down by the Commission.

RESOLVED:

- (a) that the current status and work completed on the 2007/08 Audit Plan be noted and approved;
- (b) that the work completed by the Internal Audit Section during the first five months on 2007/08 be noted;
- (c) that the work regarding ongoing investigations be noted; and
- (d) that the current Performance Indicator statistics be noted.

18/07 **RECOMMENDATION TRACKER**

Consideration was given to a report which provided a summary of audit report "priority one" recommendations. The Committee was asked to review the recommendations, to highlight those that it felt required following up and to agree any necessary action and reporting process.

The Audit Services Manager advised that the Recommendation Tracker would be a rolling programme, with those recommendations which were subsequently implemented by Heads of Service and Managers being removed from this and new priorities added. Members noted that within the Audit Board's Procedure Rules the Board could require any senior officer to appear before it to provide an explanation on a matter within their remit, which might ultimately prove necessary where an officer had delayed implementation of a recommendation which the Board felt would improve control within any systems and processes.

RESOLVED that the "priority one" recommendations detailed at Appendix A to the report be noted and that an update report detailing the current positions in relation to all of the recommendations be provided at the next meeting of the Board.

19/07 **CORPORATE RISK REGISTER**

Members were presented with the Corporate Risk Register which had been drawn up following the Cabinet's approval, on 7th March 2007, of the Council's

Risk Management Strategy. The Register, which detailed all of the Council's key objectives, was being presented to the Board as part of the Board's Terms of Reference for risk management of the Authority.

The Head of Financial Services advised that, in future, only an exceptions report would be referred to the Board.

RECOMMENDED that the Cabinet approve the Corporate Risk Register.

20/07 **USE OF RESOURCES FEEDBACK 2006 AND SELF ASSESSMENT 2007**

A report which provided feedback from KPMG LLP (UK), the Council's external auditors, in relation to the Use of Resources formal judgement for 2006, and which also presented the updated self assessment submitted to KPMG in July 2007 was considered.

RESOLVED:

- (a) that the 2006 Use of Resources feedback and recommendations received from KPMG, as detailed at Appendix 1 to the report, be noted;
- (b) that the 2007 Use of Resources Self Assessment Exceptions Report submitted to KPMG for a formal judgement to be made, as detailed at Appendix 2 to the report, be noted; and
- (c) that the Use of Resources Self Assessment for Value for Money, as detailed at Appendix 3 to the report, be noted.

21/07 **ADDITIONAL MEETING OF THE AUDIT BOARD**

It was agreed that an additional meeting of the Audit Board would take place at 6.00 pm on Monday, 15th October 2007. The agenda for the meeting would consist of a presentation from Ms Liz Cave of the Audit Commission on the Audit and Inspection Plan and a report on the Council's Ethical and Social Policy - Banking.

The meeting closed at 7.39 pm

Chairman

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 18TH SEPTEMBER 2007

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

Observers: Councillors P. M. McDonald and C. J. K. Wilson.

Officers: Mr. K. Dicks, Mr. P. Street, Mr. H. Bennett and Mr. A. Jessop.

30/07 APOLOGIES FOR ABSENCE

No apologies for absence were received.

31/07 DECLARATIONS OF INTEREST

Councillor J.T. Duddy made two declarations of interest, as follows:-

- (i) Personal Interest in agenda item no 4 – that part of the report on Customer Satisfaction Data relating to the Bromsgrove Arts Centre, as he was a member of the Bromsgrove Arts Centre Operating Trust; and
- (ii) Personal Interest in agenda item no 8 – that part of the report on a Customer Panel Survey relating to the Bromsgrove Arts Centre, as he was a member of the Bromsgrove Arts Centre Operating Trust.

32/07 MINUTES

The Minutes of the meeting of the Performance Management Board held on 21st^t August 2007, were submitted.

RESOLVED that the minutes be approved as a correct record.

(NOTE: the Chairman reminded members that, at the last meeting, he had indicated that, due to the absence on holiday of the Chief Executive, the proposed update on the Spatial Project was to be deferred, and advised that this would now be submitted to the November meeting of the Board, and that, in tandem with the report, a Seminar for members would be organised by the Head of E.Government and Customer Services).

33/07 CUSTOMER SATISFACTION DATA

Further to Minute No.27/07(f) of the last meeting, a report on the outcome of the triennial best value satisfaction surveys undertaken in 2006/07, was submitted. The report highlighted the key issues and set out strategic responses.

RESOLVED:

- (a) that the Board notes:
- (i) the satisfaction survey results as shown in section 4.2 together with the comparisons and analyses in section 4.3 and Appendix 1;
 - (ii) the key messages from the Bromsgrove survey results as highlighted in section 4.4 and Appendices 2 to 5;
 - (iii) the summary of key issues arising from these satisfaction surveys and the comments and proposed actions for each, as set out at section 4.5; and
 - (iv) the conclusions made by the Department of Communities and Local Government;
- (b) that, in future analyses of such surveys, officers be requested to consider factoring in additional breakdowns to include sub-district responses (i.e., by ward boundary), by urban/rural area, by age, disability, etc; and
- (c) that the relevant Portfolio holder, together with the Head of Street Scene and Waste Management, be requested to look into the reasons why indicators BV89 (Street Cleanliness) and BV90a (Waste Collection) were worse than the national trend, and report their findings to the next meeting of the Board, and that, in connection with BV89 above, Members be advised of the criteria of the "Apple Award" recently attained by the Council.

34/07 **MONTHLY PERFORMANCE REPORT - PERIOD 4 (JULY 2007)**

A report setting out the Council's performance as at 31st July 2007 (period 4), was submitted.

RESOLVED: that the Board notes

- (a) that 68% of indicators were improving or stable at the period end, compared to 67% in the previous period;
- (b) that, on future reports, efforts be made to show a % figure for both improving and stable indicators as referred to in (a) above;
- (c) that 71% of indicators were achieving their targets at the period end, compared to 66% in the previous period;
- (d) celebrates the successes as outlined in section 4.4 of the report;
- (e) the potential areas for concern set out in section 4.5 of the report, together with the corrective action being taken; and
- (f) the responses to issues raised in the previous months' report, as set out in Appendix 5 to the report.

RECOMMENDED:

- (a) that Cabinet be informed of the Board's concern over the significant increase in sickness absence over the previous months figures, and recommend that they carry out a benchmarking exercise with a better performing neighbouring authority to compare and contrast respective practices and procedures in place, and that their findings be submitted to the next meeting of the Board;
- (b) that, with regard to performance indicators BV78a (speed of processing new claims for Housing/Council Tax benefit) and BV8 (Invoices), the relevant portfolio holders be reminded of the need for a sustained performance above target in these two areas in order to meet the required outturn; and

(c) that the Chairman write to all portfolio holders reminding them of the dates of the meetings of this Performance Management Board, and requesting that they make every effort to attend (if the timescales allow).

35/07 **NEW IMPROVEMENT PLAN EXCEPTION REPORT - PERIOD 4 (JULY 2007)**

Consideration was given to the Improvement Plan Exception report for July 2007, together with the corrective action being taken, as set out in the appendix to the report.

RESOLVED:

(a) that the revised Improvement Plan Exception Report, together with the corrective action being taken, be noted; and
(b) that it be noted that, for the 159 actions highlighted within the Plan for July, 95.6% of the Plan was on target (green), 3.2% was one month behind (amber), and 0.6% was over one month behind (red). 0.6% of actions had been re-scheduled or suspended, with approval.

36/07 **CUSTOMER PANEL SURVEY**

A report setting out the key findings of the first Customer Panel survey which took place in June 2007, was submitted.

RECOMMENDED: that Portfolio holders work with their respective Heads of Service to ensure that all relevant key issues are taken back and included in the various Business Plans to further the Council's progress.

37/07 **WORK PROGRAMME**

Consideration was given to a report setting out the Board's original work programme for 2007/08, which was agreed at the March 2007 meeting of the Board.

RESOLVED: that, subject to the following amendments, the work programme for 2007/08, be noted and approved:-
Staff Survey 2007 Results – move to October 2007
Quarterly Review of referrals to Cabinet – to commence in October 2007
Spatial Strategy Report – consider in November 2007
Performance Management Strategy – consider in March 2008.

The meeting closed at 7.45 p.m.

Chairman

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

CABINET

3RD OCTOBER 2007

BROMSGROVE YOUTH CAPITAL BUDGET – PROPOSED EXPENDITURE

Responsible Portfolio Holder	Cllr June Griffiths
Responsible Head of Service (Acting)	John Godwin

1. SUMMARY

- 1.1 This report requests Members to agree to the proposed projects at Catshill and Wythall to be funded from the existing Bromsgrove Youth Schemes, Capital Budget.

2. RECOMMENDATION

The Cabinet is recommended to:

- 2.1 Agree to the provision of a Multi Use Games Arena at Catshill with the proposed location of the Shelley Close site.
- 2.2 Agree to the part funding of a Teenage Adventure Play Area as part of the Council's Big Lottery Application to be located in the Wythall area.
- 2.3 Give authorisation to the Acting Head of Culture & Community Services in consultation the Portfolio Holder and Ward Councillors to agree the most suitable location and provision with local partners/organisations based on resident consultation.

3. BACKGROUND

- 3.1 Members will be aware that as part of the 2007/08 capital budget round, a Capital Budget was agreed for Youth Schemes across the district. The purpose of the scheme was to identify areas where there was a lack of youth provision and establish if the lack of provision contributed to high levels of Anti Social Behaviour (ASB).
- 3.2 As part of the County Wide Play Strategy and the preparation for the Bromsgrove's action plan Inc the submission to the Big Lottery Fund (BIG), officers have undertaken a review of the provision of youth facilities across the District. This information has been cross referenced against ASB levels (as provided by the Community Safety Partnership's analyst) and has established that there is a lack of provision and high levels of ASB within the Catshill and Drakes Cross & Walkers Heath wards.
- 3.3 Members are advised that in relation to the levels of ASB within the District, the above wards are not the most prolific as shown in the table below (June 06 to

July07), however when reviewed against the level of provision in the local area, work recently undertaken and/or planned work as included with in the BIG application, they are the most suitable projects to undertake.

Ward	Ward Code	ASB	Additional Comments
St Johns	47UBGL	928	No work possible due to proposed town centre re development and lack of suitable location at present.
Charford	47UBGB	721	MUGA, Skate Park & Children's play area opened – July 07
Sidemoor	47UBGM	562	MUGA opened July 07 with floodlighting provision to be installed in Nov 07.
Alvechurch	47UBFY	434	Capital Budget in place for Youth Provision in the 07/08 programme. Due for completion in March 2008.
Wasley	47UBGT	420	MUGA & Skate Park installed in 2006 and a Children's Play Area opened in May 07. MUGA included in the BIG application from Callowbrook Park.
Drakes Cross & Walkers Heath	47UBGC	418	Teenage Facility budget included in 07/08 capital programme, which is due for completion in March 08. Additional facilities included in the BIG application.
Catshill	47UBGA	395	Currently no teenage facilities with in the ward.
Witford	47UBGU	375	To be reviewed as part of the PPG17 action plan to be developed in 08/09.
Beacon	47UBFZ	197	To be reviewed as part of the PPG17 action plan to be developed in 08/09.

- 3.4 With regard to the Catshill MUGA project, there is also a diversionary aspect to this project which has led to it being prioritised above the Wythall schemes. In order to address the current lack of provision in the Wythall area there is a focus on the Drakes Cross and Walkers Heath ward within the BIG application process, which includes the current capital schemes (07/08) and the recommendations contained within this report.

- 3.5 At present due to ASB and other associated issues the Council's play facilities in the area are in poor condition. The major contributing factor to this situation that teenagers chose to congregate at the Horsecourse Open Space, this then leads to vandalism and issues with the local community as the site is very close to residential properties. As part of this proposal we will establish the MUGA away from local properties and in a location that will create a minimal disruption to the community. This will then allow the Council to carry out the refurbishment of the Horsecourse play area that is included in this years capital programme and hopefully prevent the new installations from being exposed to further issues of ASB.

4. FINANCIAL IMPLICATIONS

- 4.1 The current capital budget for Bromsgrove Youth Scheme £65,000. The budget will be profiled as follows:
- Catshill Multi Use Games Arena Inc access requirements - £55,000.
 - Wythall Adventure Play - £10,000 (the total cost of this project will be £50,000, with £40,000 contained with in the BIG application).

5. LEGAL IMPLICATIONS

- 5.1 There are no legislative requirements within these projects, however dependant upon the proposed/agreed location for the Wythall scheme legal assistance may be required in relation to a usage license.

6. COUNCIL OBJECTIVES

- 6.1 The proposed schemes links to the Council's objective CO2 Improvement and its priority of reputation and the Council's objective CO3 Sense of Community and Well Being and it's priority of Community Influence.

7. RISK MANAGEMENT

- 7.1 The main risks associated with the details included in this report are:
- *Potential over spend of the budget due to unforeseen issues on site.*
 - *The refurbishment of the play area at the Horse Course may be delayed in order to complete the MUGA first.*
 - *A suitable location may not be available within the Wythall due to the Council's lack of land in this area.*
- 7.2 Currently the risk identified in the *(first/second/third)* bullet point in 7.1 is not addressed by any risk register and will be added to the Culture & Community Service risk register. These risks will be controlled by the following methods:
- We will enter into a fixed price contract for the work to be undertaken. This will mitigate the risk to the Council by removing any assumptions within the quotation/contract and placing them with the contractor.
 - The installation of the Play Area will be programmed to run along side the installation of the MUGA and run around ten days behind. This will ensure that the play area is protected by opening the MUGA first.

- Officer's will work with the Portfolio Holder, Ward Members and other organisations to ensure a suitable location is identified and agreement made for it's use. Should this not be the cases Officer's will bring another report forward stating the issues that have arisen and potential solutions for further Member discussion and agreement.

8. CUSTOMER IMPLICATIONS

8.1 The proposed schemes will have no negative impact on the Council's customers and will be implemented in line with the Culture and Community Services play area consultation policy, which includes:

- Local consultation with residents to establish local requirements and location.
- Design consultation with those using the facilities.
- Displays erected in the local area.
- Implementation plans draw up with SS&WM team to cover grounds maintenance and inspection systems.
- Press opportunities and official opening by Portfolio Holder.
- Support package once facility opened lead by Community Safety team and Police CSO's.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 There are no implications for the Council's Equalities and Diversity Policies.

10. OTHER IMPLICATIONS

Please include the following table and spell out any particular implications in the relevant box. If there are no implications under a particular heading, please state 'None':-

Procurement Issues – These schemes are covered by the Council's Play framework contract.
Personnel Implications - None
Governance/Performance Management - None
Community Safety including Section 17 of Crime and Disorder Act 1998 – The schemes will be designed to address the implications of this legislation and met the safer by design criteria.
Policy - None
Environmental - None

11. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	YES
Chief Executive	YES

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

12. APPENDICES

None

13. BACKGROUND PAPERS

- ASB figures for Bromsgrove June 2006 to July 2007
- Cabinet Budget Papers Feb 2007

CONTACT OFFICER

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

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

CABINET

3RD OCTOBER 2007

BROMSGROVE PLAY ACTION PLAN

Responsible Portfolio Holder	Cllr June Griffiths
Responsible Head of Service (Acting)	John Godwin

1. SUMMARY

- 1.1 This report requests Members to acknowledge and approve the Bromsgrove Play Action Plan to support the delivery of the outcomes of the Worcestershire Play Strategy 2007 to 2010.

2. RECOMMENDATION

The Cabinet is recommended to:

- 2.1 Approve the Bromsgrove Play Action plan and the action outlined within it.
- 2.2 Request officers to update action following the completion of the PPG17 Audit of the District.

3. BACKGROUND

- 3.1 As part of the County Wide Play Strategy and the preparation for a submission to the Big Lottery Fund (BIG), officers were required to produce a District Wide action plan to guide future developments in this area.
- 3.2 Members will find attached a copy of this action plan which covers all current activities in this area and the actions required in the future to deliver the County wide agreed outcomes for play and the priorities for change in Worcestershire.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no additional financial implication with in the Action Plan that are not currently included with in either the medium term financial plan or the forward capital programme.
- 4.2 Any additional sums of money contained with in the Action Plan are indicative costs and will be subject to usual budget submission process linked to the annual business planning/budget cycle.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications with in this report over and above the normal level of support provided to the Culture & Community Services department.

6. COUNCIL OBJECTIVES

- 6.1 The proposed schemes links to the Council's objective CO2 Improvement and its priority of reputation and the Council's objective CO3 Sense of Community and Well Being and it's priority of Community Influence.

7. RISK MANAGEMENT

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

- *Potential over spend of the budget due to unforeseen issues on site.*
- *A suitable location may not be available within the Wythall area due to the Council's lack of land in this area.*
- *The costs associated with addressing the PPG17 review are unknown at present.*

- 7.2 Currently the risk identified in the *(first/second/third)* bullet point in 7.1 is not addressed by any risk register and will be added to the Culture & Community Service risk register. These risks will be controlled by the following methods:

- We will enter into a fixed price contract for the work to be undertaken. This will mitigate the risk to the Council by removing any assumptions within the quotation/contract and placing them with the contractor.
- Officer's will work with the Portfolio Holder, Ward Members and other organisations to ensure a suitable location is identified and agreement made for it's use. Should this not be the case Officer's will bring another report forward stating the issues that have arisen and potential solutions for further Member discussion and agreement.
- The requirements of the PPG17 review will be subject to a future report to Member's and this report will outline fully any risks associated with our proposed actions.

8. CUSTOMER IMPLICATIONS

- 8.1 The proposed schemes contained within in the action plan will have no negative impact on the Council's customers and will be implemented in line with the Culture and Community Services play area consultation policy, which includes:

- Local consultation with residents to establish local requirements and location.
- Design consultation with those using the facilities.
- Displays erected in the local area.
- Implementation plans draw up with SS&WM team to cover grounds maintenance and inspection systems.
- Press opportunities and official opening by Portfolio Holder.
- Support package once facility opened lead by Community Safety team and Police CSO's.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

- 9.1 There are no implications for the Council's Equalities and Diversity Policies.

10. **OTHER IMPLICATIONS**

Please include the following table and spell out any particular implications in the relevant box. If there are no implications under a particular heading, please state 'None':-

Procurement Issues – These schemes are covered by the Council's Play framework contract.
Personnel Implications - None
Governance/Performance Management - None
Community Safety including Section 17 of Crime and Disorder Act 1998 – The schemes will be designed to address the implications of this legislation and meet the safer by design criteria.
Policy - None
Environmental - None

11. **OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	YES
Chief Executive	YES
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

12. **APPENDICES**

Appendix 1 Bromsgrove Play Action Plan

13. **BACKGROUND PAPERS**

- Worcestershire Play Strategy 2007 to 2010

CONTACT OFFICER

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

Bromsgrove
Play Action
Plan
2007 - 2010



This page is intentionally left blank

Bromsgrove District Action Plan 2007 – 2010

CONTENTS

Foreword	by Cllr June Griffiths Bromsgrove District Play Champion
District profile	About Bromsgrove District Demographic and District information Map of Bromsgrove District About Bromsgrove District Council
Bromsgrove strategic context	
The current state of play in Bromsgrove	Parks, Greens Spaces and play areas
Local needs assessment	Approach to consultation Methodologies employed Key partners Summary of consultation
Bromsgrove's outcomes	Statement of play priorities Statement of district outcomes Links to countywide strategy Links to district, county & Every Child Matters outcomes BIG Lottery Children's Play Outcomes
Bromsgrove's Play Action Plan 2007-2010	
Managing performance	Performance indicators Monitoring & review programme
Position Statements	Quality Risk Accessibility Sustainability



Foreword

Welcome to Bromsgrove District Council Play Action Plan for 2007 – 2010.

In Bromsgrove we are passionate about play and we take our responsibilities very seriously as a lead organisation to provide support, influence others and deliver direct improvements to help create a range and high quality of play opportunities across the district. We understand what play is, the issues involved and how positive play experiences can contribute to learning, raising achievement, increasing self-confidence and resilience. Further more we appreciate that successful play opportunities can lead to increased community cohesion, tackle social inclusion and develop safer communities by tackling anti social behavior.

We know it is fundamental that we work in partnership with stakeholders and beneficiaries across the district to deliver good quality play experiences for our children. Bromsgrove also recognises the value of working in partnership with organisations outside the district and, for this reason our Action Plan is intrinsically linked to the countywide Worcestershire Play Strategy.

This Action Plan demonstrates the play improvements that are in progress and aim to deliver over the next three years. It recognises the importance of play for all children and young people living within the Bromsgrove area and identifies elements that are needed to ensure that there are comprehensive play opportunities for all children and young people. The action plan is designed to deliver the out comes and the priorities for change within the Countywide Worcestershire Play Strategy and is based on the vision and values of “Every Child Matters” and the Children & Young People’s Plan 2006 to 2009.

A great deal of progress has already taken place throughout the District over recent years with improvements to many of our parks and open spaces including the attainment of the Green Flag Award at Sanders Park. The continued improvement of our public open spaces, largely realised through success in gaining inward investment, funds made available by the Council, together with the many improvements that this Play Strategy will bring, will mean that Bromsgrove continues to be a District that values its children and young people and which is committed to providing the best environment possible in which they may develop and flourish.

I am proud of my role as the Play Champion for Bromsgrove District Council and I will serve to influence and promote opportunities to benefit children and young people of the district.

Councillor June Griffiths
Play Champion, Portfolio Holder Culture & Community Services and Deputy
Leader of Bromsgrove District Council



Bromsgrove
District Council

www.bromsgrove.gov.uk

Thanks for playing

For their time, thoughts and commitment to this process, thanks go to:

Bromsgrove District Council

Phil Street, Executive Director Partnerships and Projects
John Godwin, Acting Head of Culture & Community Services
Louise Berry, Policy Officer
Mike Dunphy, Strategic Planning
Andy Coel, Strategic Housing
Huw Moseley, Arts and Events Officer
Jackie Boreham/Sarah Breen, Parks & Reaction Officers
Chris/Jo, Neighbourhood Wardens
Graham Rocke, Community Safety Manager
Becky Clayton, Sports Development Manager

Worcestershire County Council

Alwynne Curley, Extended Schools Coordinator
Kim Caves, Youth Services
Kay Parker/Mark Cox, Wythall Youth Centre

Play England

Lakhvir Sahota, regional programme development Manager
David Marsh, regional Programme development Officer

Others

Dave Boucker, Childrens Officer, Voluntary Youth Service
Members of the LSP for Children and Young People
Cath Ellicatt, Charford Childrens Centre
Sue Raison Jones, Charford Multi Resource Centre
Staff at the Childrens Fund
John Grimshaw/Karl Hallam, Sustrans
North Worcestershire Sports Partnership
Rob Wheway, Play Consultant CAPT
Darren Vanesse, YMCA

Author: Rob Heard, Parks & Community Services Manager, Bromsgrove District Council

About Bromsgrove District

Location

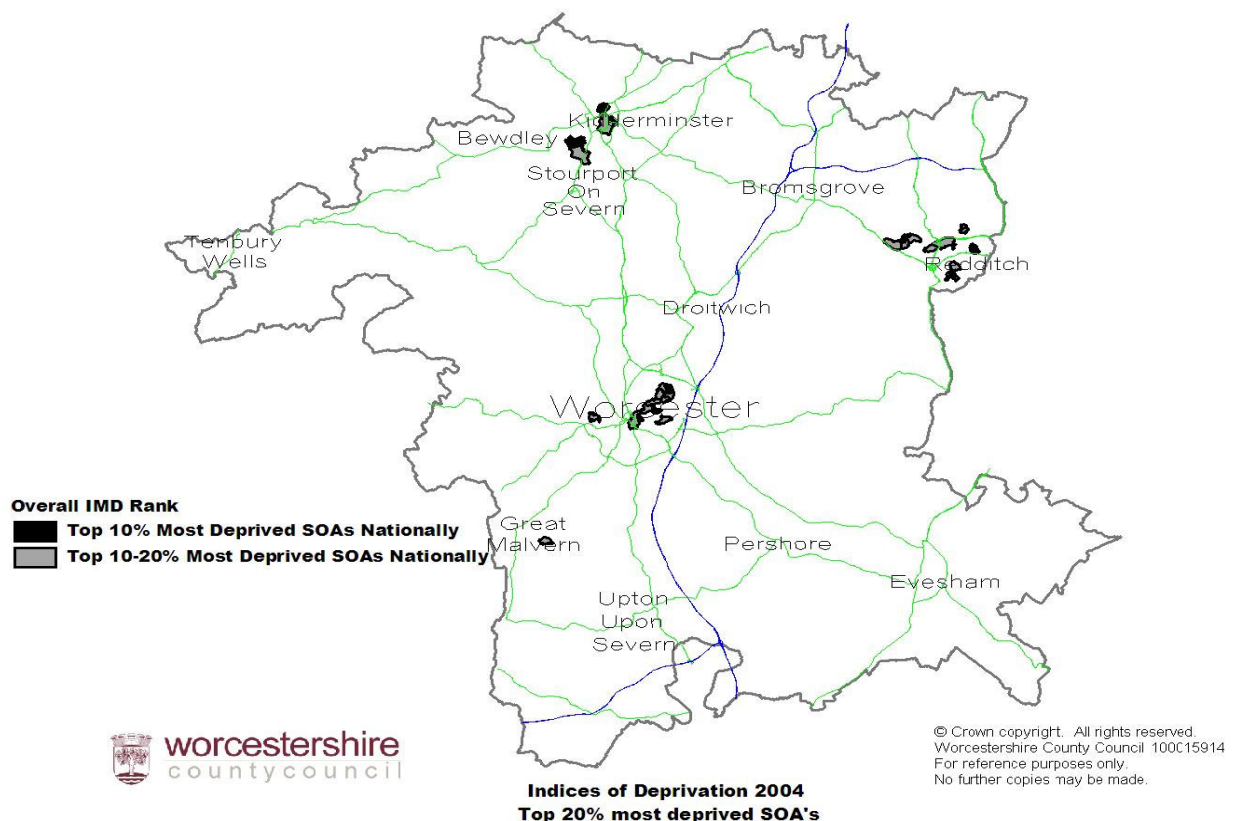
Bromsgrove District is in north Worcestershire, covering a large district area of approximately 83.9 square miles. Whilst only 14 miles from the centre of Birmingham, the Lickey Hills country park provides an important dividing line between the urban West Midlands Conurbation and the rural landscape of north Worcestershire. 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. Though close to the heart of the West Midlands conurbation, the district remains predominantly rural. Ninety percent of the District is greenbelt which causes problems for housing policy.

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 2. The District has no wards in the top 20% most deprived in England (see Table 1 below).

Bromsgrove is located close to national transport networks however, the nature of the District means that some residents experience isolation, as there are few public transport options available in some rural areas.

Bromsgrove town has grown substantially since the 1950's. Some growth has also occurred in rural parts of the District, particularly before Green belt policy began to take effect from the 1960's onwards. In the northwest, Wythall has seen significant development over the last 20 years; in the northwest Hagley has been under pressure for development; elsewhere infilling and limited development has taken place in many of the villages.

Table 1 - Map of County Deprivation



Population

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.

Bromsgrove has a significantly higher proportion of married or re-married people in comparison with the English/Welsh average. When compared to the rest of England and Wales, Bromsgrove has a much higher proportion of owner occupied households and has a much higher number of 2 car+ households. Most of the population of Bromsgrove are in employment with a significant number of people employed in the manufacturing, real estate and education sectors in the District with the rate of unemployment being consistently lower than the British and the Worcestershire average. There is also a higher percentage of retired people in the area.

Table of ward by ward population in Bromsgrove (2001 census data)

	All People	Ages 0 - 4	Ages 5 - 7	Ages 8 - 9	Ages 10 - 14	Age 15	Ages 16 - 17	Ages 18 - 19
Worcestershire County	542,107	30,328	19,562	13,667	35,183	6,918	13,524	11,521
Bromsgrove	87,937	4,547	3,149	2,233	5,961	1,089	2,133	1,667
<i>Alvechurch</i>	6,261	311	210	156	402	60	137	88
<i>Beacon</i>	2,145	68	66	49	164	31	45	43
<i>Catshill</i>	4,428	302	206	127	292	57	89	84
<i>Charford</i>	5,174	375	229	173	353	53	99	106
<i>Drakes Cross & Walkers Heath</i>	4,838	259	173	131	324	69	123	85
<i>Furlongs</i>	4,119	185	139	106	289	45	102	67
<i>Hagley</i>	4,283	181	145	129	334	67	108	62
<i>Hillside</i>	4,648	238	194	116	305	48	113	80
<i>Hollywood & Majors Green</i>	4,279	169	108	77	253	50	91	74
<i>Linthurst</i>	2,348	114	96	70	166	43	61	34
<i>Marlbrook</i>	4,217	222	143	86	262	47	105	93
<i>Norton</i>	4,529	345	216	103	317	56	108	91
<i>St Johns</i>	4,474	168	108	65	283	83	140	102
<i>Sidemoor</i>	4,971	257	164	140	345	67	129	101
<i>Slideslow</i>	3,468	195	134	94	206	45	86	58
<i>Stoke Heath</i>	2,552	147	105	93	245	34	80	63
<i>Stoke Prior</i>	2,008	81	50	45	123	19	45	41
<i>Tardebigge</i>	3,044	124	86	68	147	29	57	68
<i>Uffdown</i>	2,275	86	69	56	135	17	42	30
<i>Waseley</i>	4,454	223	168	124	326	52	122	108
<i>Whitford</i>	5,017	312	197	134	406	75	159	135
<i>Woodvale</i>	2,046	87	65	36	130	21	38	26
<i>Wythall South</i>	2,260	98	78	55	154	21	54	28

Economy

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.

Sustainable Development

House prices are higher than the average for England and Wales and there is a shortage of affordable housing.

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.

The Council works closely with a preferred partnership of three Registered Social Landlords in the development of affordable housing in the district. The provision of open space and play facilities as part of the development is encouraged and where appropriate a Home Zone approach to creating safer access roads on developments is favoured. The recent provision of 9 family homes in New Road, Sidemoor enabled the provision of the landscaping of open space, and pedestrian friendly access roads. The Council's Principal Development Partner, Bromsgrove District Housing Trust who now owns and manages the former local authority housing stock consults closely with the Council and residents when carrying out estate improvements. Recent refurbishment proposals for the Upper Charford Estate are incorporating traffic calming measures and the provision of leisure and open space facilities.

Education, Deprivation and Health

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. However, there are localised pockets of deprivation in some parts of the District. Sidemoor is the most deprived area of the District and 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.

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". This clearly can have a negative affect upon young family members. 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

Crime levels are low and the rate of violent crime is significantly lower than the national figure. Despite this our surveys show that crime and community safety issues remain a high priority for Bromsgrove residents.

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. Charford is the only ward where drug use is a significant issue.

The West Mercia Crime and Safety Survey (October 2006) for the Bromsgrove district which was based upon a random selection of 3,800 district residents during July 2006 identified that the vast majority of respondents felt safe in their neighbourhood or district during the day and most respondents also still felt safe after dark. Residents of Charford (42% safe), Uffdown (49%) and Whitford (44%) felt more fearful in the neighbourhood after dark compared to wards such as Linthurst, Marlbrook, Norton, Stoke Prior or Wythall South where more than 80% felt safe. Amongst survey respondents, the issues in their neighbourhoods that were most commonly cited in the top three that needed to be addressed first were:

- Speeding traffic (29%)
- Groups of people loitering or hanging around (23%)
- Burglary (22%)

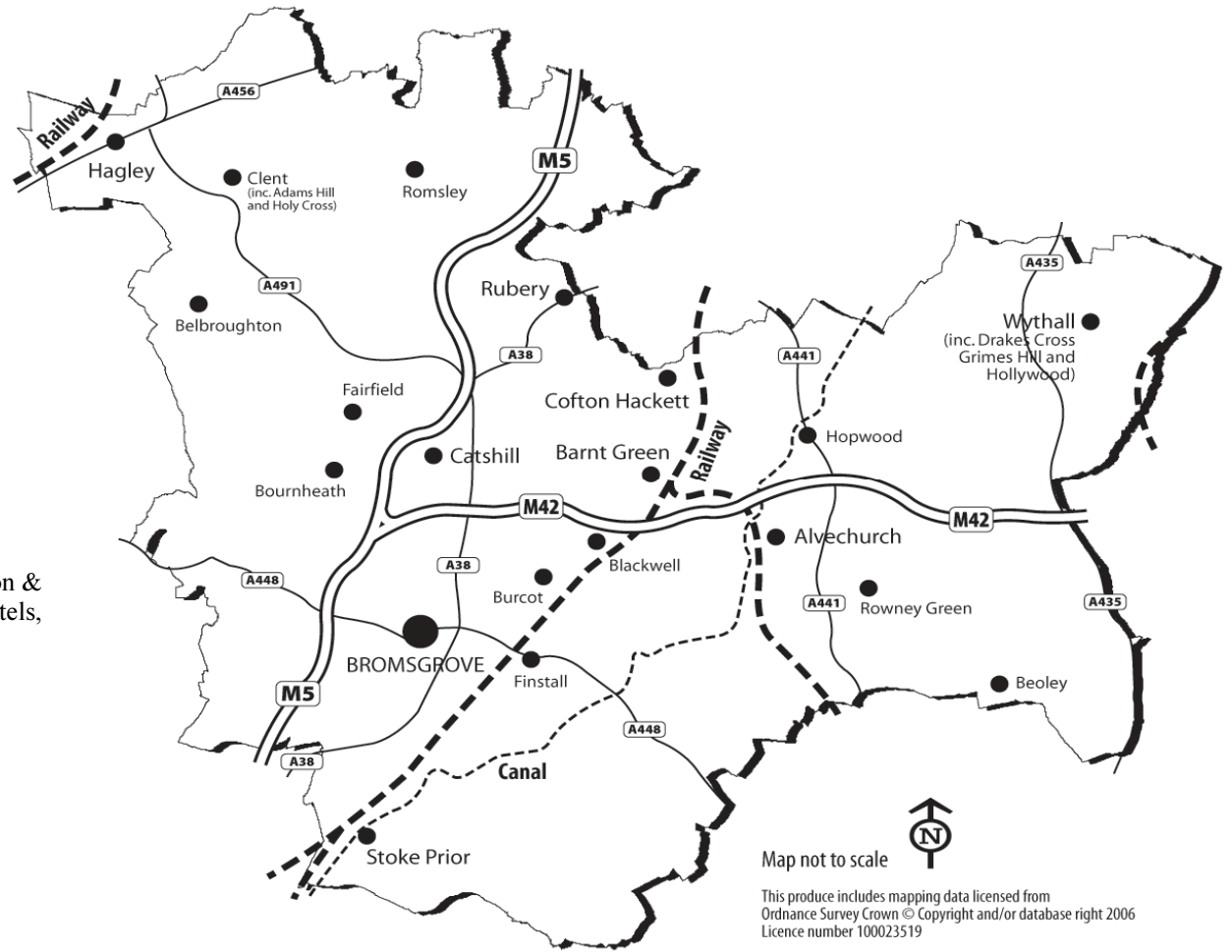
Groups of people loitering or hanging around was a higher priority in Beacon (59%), Drakes Cross and Walkers Heath (43%), Wythall South (39%) and Whitford (37%).

Around half of the sample believed that anti social behaviour (ASB) was very or fairly serious in the district (48%), although only a third (31%) said that the same was true about their neighbourhood. ASB was a more serious problem in the neighbourhoods of Waseley (66%), Beacon (57%) , Catshill and Whitford (both 51%)

The Bromsgrove Action Plan aims to help tackle these issues in respect to providing more stimulus to young people in the areas most affected by anti social behaviour.

Table 2 - Map of the Bromsgrove district

Size Area:	83.9 square miles
Population:	90,550 (census 2001)
Households:	37,798
Towns:	Bromsgrove, Hagley, Rubery, Wythall
Main Employment:	Public Administration, Education & Health (25.5%); distribution, hotels, & Restaurants (21.2%)
Unemployment:	1.9%
Ethnicity:	3.3%
Deprivation Ranking:	293 out of 354



About the Council

Bromsgrove District Council was formed in 1974. The management structure consists of a Chief Executive, an Executive Director for Services and a second Executive Director for Partnerships and Projects that are responsible for seven service Directorates.

The Executive Director for Partnerships and Projects is a key member of the Worcestershire Children and Young Peoples Strategic Partnership (CYPSP) and the Local Strategic Partnership (LSP) for Children and Young People.

Play, as a subject area, sits within the remit of the Executive Director for Partnerships and Projects who is responsible for the Culture and Community Services Directorate (C&CS). The passion and commitment to influencing provision and opportunities for children and young people is embedded primarily within C&CS Directorate. The C&CS Parks and Community Services Manager (P&CSM) has direct day to day responsibility for the operational management of the Councils parks and play areas and is a key member of the Worcestershire Play Partnership and is responsible for production of this Action Plan.

The Council have taken the lead role to facilitate and coordinate the strategic direction of play provision across the district. The Council have formed new relationships with other key stakeholder organisations within the play sector that we shall continue to work with on delivering the Outcomes of the Worcestershire Play Strategy and the Bromsgrove Play Action Plan.

Bromsgrove's strategic context

The Worcestershire Play Strategy and Bromsgrove's Action Plan will have links to key existing strategies and policies.

The Bromsgrove Partnership is the Local Strategic Partnership (LSP) for the District and brings together local partners in order to develop a shared understanding of the particular needs and priorities of the area.

The Bromsgrove LSP will:

- Act as the over-arching, co-ordinating partnership, ensuring that links are made between the locally themed partnerships. The themed partnerships that particularly relate to this Action Plan are The Children and Young People, Health and Well Being, Safe and Feel Safe and The Better Environment themed partnerships.
- Take responsibility for cross-cutting issues that have been identified as critical to the locality; and
- Ensure that district-level plans such as the Sustainable Community Strategy and Local Development Framework take account of county-wide priorities and that district level priorities are considered, and where appropriate, reflected at the county level, i.e. through targets in the Local Area Agreement (LAA).

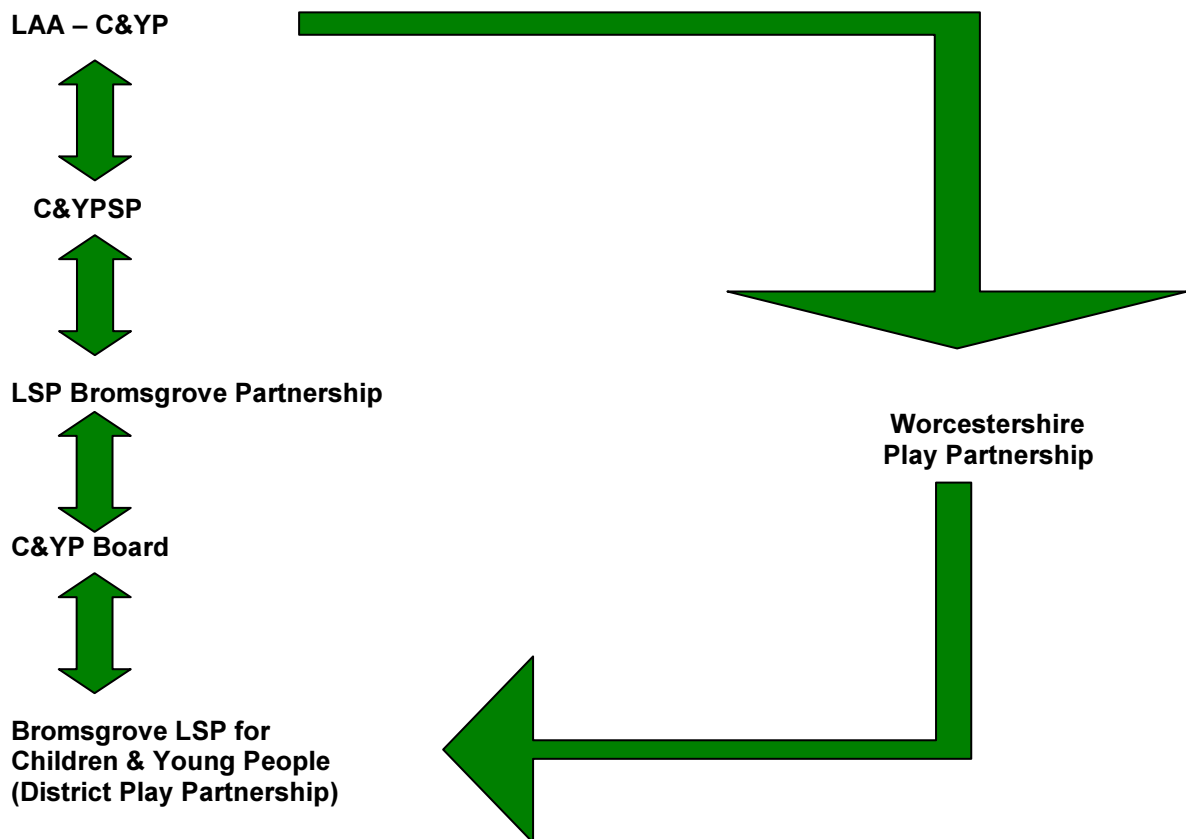
The Board is responsible for preparing the Sustainable Community Plan and managing the progress against the actions in it. It provides a vehicle for partners to discuss joint approaches to more strategic issues and build links with the county

LSP, the Worcestershire Partnership. The Chief Executive and Leader of Bromsgrove District Council are on the Worcestershire Partnership Board, ensuring the local voice has an influence at a strategic level.

Core to the district-wide approach to the development of this Action Plan is the **Bromsgrove LSP Children and Young People theme group**. The C&YP group have played a central part in the development of the Bromsgrove Play Action Plan. This partnership consists of the key organisations in Bromsgrove district involved with delivering play in all its forms. Partners come from the voluntary, public and private sectors. It is this partnership that will be the driving force behind the delivery of this plan.

This partnership has strategic links to the Bromsgrove Strategic Partnership and the Worcestershire Play Partnership. This ensures that the Plan is genuinely inclusive at all levels and has ownership from all sectors and communities right across the county.

These relationships can be best illustrated as follows.



Community Strategy

The Local Government Act 2000 led to the development of Community Strategies for all Local Authorities. These strategies set out how services were to be delivered to local communities and how they could be improved. The Worcestershire Play Strategy and the Bromsgrove Action Plan will be key delivery vehicles for the

following high level action contained within the Bromsgrove Sustainable Community Strategy:

- To enrich the experiences and development of children and young people in Bromsgrove through activity and positive contribution.
- Reduction of anti social behaviour in key areas.
- To develop inclusive communities by increasing the lowest level of attainment.

The Bromsgrove Sustainable Community Strategy can be viewed on the Councils website www.bromsgrove.gov.uk

Local Development Framework and PPG17

The West Midlands Regional Spatial Strategy, formerly known as Regional Planning Guidance for the West Midlands, sets out what should happen where and when across the West Midlands Region up to 2026. The new planning system requires all local authorities to produce a Local Development Framework (LDF) which over time will replace the Bromsgrove District Local Plan. This framework is a folder of documents containing planning policies which will guide development throughout the district in future. Bromsgrove's Play Strategy and Action Plan will be a key document in the development of the LDF and, by linking strongly into the planning system, will ensure that quality play provision is always at the forefront of development considerations in the District.

Strategic planning in Bromsgrove is defined by a number of key factors primarily the fact that 91% of the district is covered by the West Midlands Green Belt, and as such development is restricted in the vast majority of the district. This designation places further development pressures on areas of land within the urban areas and it is important that open spaces are protected and enhanced.

Further to this factor the district is currently operating a housing moratorium on most forms of residential development; this policy has been introduced to restrict housing growth taking place over and above the targets identified in the Worcestershire County Structure Plan and also the Regional Spatial Strategy (RSS). The RSS is currently under review and will soon be allocating a level of residential development to the district up to 2026 this new housing will be delivered through new policies as part of the LDF, it is important that play space provision is factored into the amount of land required to meet these development targets. The current moratorium means only small scale residential development is taking place, offering little chance to increase the current level of provision.

Planning Policy Statement 17: Sport, Open Space and Recreation requires planning authorities to undertake an assessment of sport, open space and recreation facilities within the district, this work is being done as part of the evidence base which informs the emerging documents in the LDF. The results of this assessment will be fed into new policies which will ensure that not only the correct amount of open space is provided in new developments, but also that the space provided is an integral part of the whole scheme and not just an afterthought using up any vacant land left over.

Currently the Bromsgrove District Local Plan identifies minimum targets for play space provision using the standard of 6 acres (2.42 hectares) per 1,000 population. This is made up of two main components: outdoor sports facilities for youths and adults inclusive of pitches for field sports and children's play space inclusive of equipped play areas. Currently the calculation of provision of total play space and

children's equipped play areas falls below the minimum targets in the majority of areas in the district and the Council shall seek to target those locations for new areas of play space which currently have an acute under provision.

It is well documented that the 6 acre standard is regarded as being a basic measure of the requirements for sufficient play space. However it is apparent that the majority of the ward catchment areas of the district are in need of significant investment to address the deficiencies. The PPG17 Survey is a vital piece of work and is therefore included within the Play Action Plan, the outcome of the survey will be a key driver for change and shall direct funding for play initiatives over the forthcoming years.

Parks Management Plans

Bromsgrove District Council has produced Park Management and Development Plans for our two principal parks Sanders Park (Bromsgrove) and St. Chads Park (Rubery) following extensive consultation with the community (users and non users). The Plans outline a commitment to improving the parks through funding from the Council and external sources. Some of the key improvements identified across each of the parks include:

- provision of a greater variety of play and leisure areas for informal activities for young people including new skate parks, play areas and MUGA's
- an established and expanding use of parks for events.
- improvements to the 'welcome' experience for visitors including site entrances/signage
- resurfaced footpaths, new seating, new litter and dog waste bins
- increased frequency of waste collection
- improved site security

Current state of play in Bromsgrove

The Council has created significant investment in parks and play in recent years. The Council were successful in gaining funds from the Governments Liveability Fund to implement improvements to the two main parks in Bromsgrove and Rubery, Sanders Park and St. Chads Park respectively, and have secured significant sums from Section 106 (Town & Country Planning Act) arrangements. The Section 106 sums have helped provide new facilities in areas of the community.

Bromsgrove District Council is the key provider of play facilities for young people and children across the District. Parish Councils, in particular, are important providers of play spaces and facilities. Bromsgrove District Council has an equally important role as an enabler in working in partnership with local organisations and has done so to good effect with the availability of Section 106 funds helping to provide the catalyst to work with Parish Councils and other local organisations to improve play spaces and provide new play provision in a number of wards of the district. This has helped improve opportunities for play largely in those areas where new residential development has been most significant from which the Section 106 contribution derived. In addition the ongoing dialogue with other partners such as Parish Councils has helped communicate how best to manage the balance between the need to offer risky play, as an intrinsic requirement to children's development, and the need to keep children safe from harm.

Additional external funds have been secured from grants, including the Worcestershire Youth Action Fund, to support new community play facilities in areas of particular need. Recent improvements include the introduction of a skate park,

play area and multi use games area (MUGA) at Charford Recreation Ground and an extended MUGA and youth shelter at King George Playing Fields in Sidemoor. The Council have also worked in partnership with local organisations by provided expertise and financial support from their capital receipts to support improvements in play provision across the district.

In addition partnerships such at the Catshill 20/20 group have been formed to target local ward based priorities for change.

Because of the semi rural nature of the District the area faces challenges in the provision of play facilities and accessibility to a variety of play experiences particularly in the outlying areas and villages of the District. Those areas in the district that have limited or poor provision for play are generally the same areas that do not possess a good central park or open space opportunities. In these areas where the Council do not own sufficient or appropriate land to improve play provision the Council has and shall continue to work in partnership to deliver play facilities and services.

A few recent examples of partnership working across the district include provision of play facilities at Wythall Park, a site run by an independent Park community association, provision of funds for the Hagley Parish Council to provide a neighbourhood play area facility on their playing fields at the centre of the village, funding to the Wagstaff Memorial Trust of Catshill to provide a new play area and access pathway to their playing fields, refurbishment of Stoke Prior Parish Council's play area at Shaw Lane, funding to Romsley Parish Council for improved play provision for young children, funding to Clent Parish Council to provide a skate facility on playing fields that they lease from Bromsgrove Council and proposals for introducing facilities for teenagers at the Walter Wiggin Trust Ground in Alvechurch.

In 2006/7 the Council advertised through the Official Journal of the European Union (OJEU) a contract to supply the Council with play facilities. Following a tender process five play specialist companies were chosen to help implement the Councils capital programme and install such facilities as play areas, multi use games areas and skate parks across the district. Companies were selected against a quality output performance based set of criteria ensuring significant consideration is given to play value, design, innovation and creativity, safety and accessibility/inclusiveness. The contract arrangement has given the Council a greater ability to provide play facilities of a high quality within a more efficient time frame and provide opportunities for children and young people (the beneficiaries) to work directly with suppliers as an essential element of the consultation and design stages.

Parks, Green Spaces and Play Areas

There are some 80 green space sites owned by the Council; 55 of which can be classified as public open spaces/playing fields, 12 parks and recreation grounds, 3 cemeteries, 8 allotment sites, a semi ancient woodland at Roundhill and a large 60 acre nature reserve at Hopwood that is maintained in partnership with the Wildlife Trust. The Hopwood Nature Reserve primarily serves to protect the biodiversity of the area and is a site that can be considered for children's play conservation experiences and wetland activities such as pond dipping i.e. learning by play.

The Bromsgrove District BVPI triennial residential survey of 2006/7 found that satisfaction levels with parks and open spaces particularly was high with 76% satisfied reflecting a 5% increase in satisfaction levels since the survey was last

undertaken in 2003/4. This is testimony to the financial commitment and hard work of the Council in recent years. In addition the Customer Panel Survey conducted in 2007 showed that of the cultural and recreational activities available in the district those of greatest interest to respondents were parks and open spaces at 75%.

Quality Assessments have been undertaken on Council owned parks and open spaces. The aim of the quality assessment is to assess the quality of play provision for children and young people. Although children and young people do play in numerous spaces and places, parks and designated play areas and open spaces can significantly enhance children's capacity to play out freely and increase the quality of their play experiences. The quality assessment focused on three major aspects to children's play

- The suitability of the location of the play area and spaces where children may play
- The play value of the site (and not just of the fixed equipment)
- Care and maintenance in respect to measuring if children are free from hazards

Sanders Park, a Green Flag accredited park (first achieved in 2006) located at the centre of Bromsgrove has an excellent range and quality of facilities and opportunities for play. Parks at Rubery (St. Chads Park) and Charford (Charford Recreation Ground) have recently been improved to provide a larger range of play facilities whereas some other parts of the district do not always have a good sized park and opportunities for play are somewhat limited and those that exist are of average quality and of low play value.

We can all remember playing as a child and some of the best times were climbing trees and playing in the woods. The Council has over several years maintained its commitment to keeping the district green by planting thousands of trees particularly within its parks and open spaces, that previously were uninspiring expanses of close mown grass, and added variety to the urban form and provided more stimulating areas in which children can play and explore. We are committed to maintaining its stock of trees through periodic tree survey work and regular maintenance to ensure that children remain safe from harm during their adventures.

There are 33 play areas provided by the District Council classified as children's provision across the District. Quality audits of these sites show that the quality of these sites tends to be average with the poorest quality sites being situated in anti social hot spot areas of the district. These areas shall be the main focus of improvement within the Action Plan.

Bromsgrove's consultation

General approach

From the Bromsgrove Sustainable Community Strategy consultation with the public has been pursued through a number of approaches, these are.

- A 'Glad or Grumpy' postcard campaign, which was sent out in the local free newspapers, to Parish Councils and discussed in the July 2007 'Together Bromsgrove' magazine and at the 'Town Hall' event.
- The Customer Panel Survey 2007 had a section on the Sustainable Community Strategy priorities.

- Consultation during August 2007 each Wednesday at the Street Theatre events at The Recreation Ground, Bromsgrove.
- Board members and elected Members went out in the streets to ask passers by for their views and the postcard was also available on the Council's website.
- Compact Bromsgrove is a partnership between the Council and the local voluntary and community sector represented by the Bromsgrove and Redditch Network (BARN) for the benefits of both parties including information and knowledge sharing, consultation on policy proposals and recognition of the vital role that the voluntary sector provide to adding value to our communities.

Methodology

A number of methodologies have been employed in our consultations in preparation of this Play Action Plan. These include.

- **Parks user panels, on site visitor surveys and regular recorded comments from children that use the facilities in selected parks and open spaces.**
- **Project Specific Consultation** – direct consultation with young people to influence the location and design of facilities led by members of the C&CS team in association with Youth Service workers.
- **In school discussions** - with councillors and students in site specific high schools in the District and surveys carried out at youth events..
- **Issue based consultation** - conducted with young people at youth centres and play spaces.
- **Partnership consultation** – working with organisations such as the youth service on 'Youthink' exercises. Exercises like 'Youthink' involve over 100 students ranging from 11-18 and are carried out at schools across the District.
- **Feedback information** – conducted after events that are run such as Street Theatre in the Park events.
- **Targeted consultation as part of wider research** – general resident consultation also aimed at young people.
- **Household survey** – surveys distributed to randomly selected households across Bromsgrove, calculated using population statistics for the different analysis areas.

Key partners

Partner organisations that have been involved in the consultation are.

- Children and young people of Bromsgrove
- Bromsgrove District Council
- Parish Councils
- Worcestershire Council for Voluntary Youth service (WCVYS)
- Worcestershire County Council Extended Services
- Worcestershire County Youth Service
- Schools
- Community Associations e.g. Wythall Park Community Associations, Wagstaff Memorial Trust (Catshill).
- Children's Fund
- YMCA
- North Worcestershire School Sports Partnership (NWSSP)
- Worcestershire Wildlife Trust

Summary of Bromsgrove's consultation

The amount of information generated by these consultations is considerable but the following key themes were observed and these formed the basis for Bromsgrove's local priorities.

The information collected through consultation also forms the basis and justification for the recommended local standards in our approach to play provision. This ensures that all local standards applied are reflective of the aspirations and expectations of local residents.

Summary of children and young peoples' priorities in Bromsgrove:

- More facilities — things to do and places to go especially for teenage age ranges that provide risky play activity.
- Improved public transport – to make travelling easier
- Finding the right jobs and having the right skills – employment and opportunity
- Affordable housing – being able to stay in the area if they want to and have somewhere to live
- Better communication – about what is going on locally & what is available

Consultation highlights an overall perception of insufficient facilities particularly for children and young people. The quality of facilities is however perceived to be satisfactory, suggesting that the overall priorities should lie with improvements to the quantity of provision.

One of the recurring themes at all external consultations was the need for more interesting play equipment and the availability of more facilities especially for teenage age ranges requesting more 'things to do'. In areas where there is a shortage of teenage facilities this is where facilities for young children are most likely to be targets of anti social behaviour and vandalism. The Bromsgrove Action Plan therefore seeks to target areas of greatest deficiency and addressing the under provision of teenage facilities prior to improvements to facilities for younger age ranges.

This is reflected not only in the consultation, but also in the application of the local standards, which highlights significant areas of deficiency, both in terms of quantity and accessibility across the district.

The projects contained in the Action Plan therefore address the areas of particular deficiency.

Bromsgrove's Priorities

The key priority for change that this Bromsgrove Action Plan can deliver is to provide

- More facilities — things to do and places to go especially for teenage age ranges that provide risky play activity.

The consultation exercises have enabled the identification of a number of key priority areas for play in Bromsgrove. These priorities will influence the projects identified in the Action Plan and the outcomes listed below:

The **Four key priorities for Play** in Bromsgrove are as follows:

Outlying Areas and Villages

Ensuring that children and young people in the outlying areas/villages of the district can access a range of high quality play opportunities.

Teenage and youth provision

Ensuring that the range of play facilities within the District meets the needs of all children and young people, especially those in the 11 -16 age range.

Accessible play

Ensuring that children and young people in any area of the District can access quality play opportunities within a reasonable distance and length of time from their homes.

Risky play

Ensuring that children and young people in the District have the opportunity to challenge themselves by providing play features including “safe risks”.

Bromsgrove’s outcomes for play

The four outcomes for play in the Worcestershire Play Strategy will be complemented and achieved in Bromsgrove through the following District outcomes. These outcomes will be achieved over the next three years (by 2010) via the projects included in the District Action Plan.

District Outcome 1 More children and young people in outlying areas/villages of the District will have access to quality play opportunities.

District Outcome 2 More teenagers will have access to suitable play provision.

District Outcome 3 More children and young people in Bromsgrove will have quality play opportunities within a 10 minute walk (480m) of their homes.

District Outcome 4 More children and young people will have the opportunity to access “risky” play.

Worcestershire’s Play Outcomes

Worcestershire Play Strategy agreed four key outcomes for play in the county. As part of the process of developing this countywide strategy, Bromsgrove has signed up to these outcomes. The countywide outcomes are as follows:

Outcome 1 Children and young people have increased opportunity to access and enjoy a variety of play

Outcome 2 Increased inclusive play opportunities

Outcome 3 A greater understanding of the importance of play

Outcome 4 Children and young people are involved in the design and delivery of play

The Worcestershire Priorities for Change (improvements we want to make) are set out below with an explanation on how the Bromsgrove Action Plan helps to achieve them.

1. Support children to access a variety of play opportunities

The Bromsgrove Action Plan achieves this to great effect with the variety of age ranges and play experiences covered including adventure play and risky play, specific teenage play, green play, social play and the play work activities and services proposed.

2. Support the development of quality assurance schemes.

The Bromsgrove Action Plan supports the development of improved quality assurance schemes in particular through the progressive development of Performance Indicators, improvements to GIS mapping and proposals for the PPG17 survey.

3. Ensure children, including children with disabilities, children from black and minority ethnic communities, young carers, traveller children and children from low income families or remote areas have access to play opportunities.

The Bromsgrove Action Plan supports the awareness and deliver of equality and diversity schemes and inclusive play facilities and services. Specifications of work are compliant to Equality and Diversity policy and DDA requirements are incorporated.

4. Ensure play providers have an understanding of inclusion.

The delivery agents for the schemes included within the Play Action Plan have an understanding of inclusion issues. Council staff has recently received training in equality and diversity issues.

The following table demonstrates the links between the District, countywide and E.C.M outcomes:

District Outcomes	Worcestershire Strategy (countywide) Outcomes	Every Child Matters Outcomes
1. More children and young people in the outlying areas/villages of the District will have access to quality play opportunities.	1. Children and young people have increased opportunity to access and enjoy a variety of play. 2. Increased inclusive play opportunities.	Being healthy Enjoying and achieving Economic well-being
2. More teenagers will have access to suitable play provision.	1. Children and young people have increased opportunity to access and enjoy a variety of play 2. Increased inclusive play opportunities 3. Children and young	Being healthy Enjoying and achieving Making a positive contribution

	people are involved in the design and delivery of play	
3. More children and young people in Bromsgrove will have quality play opportunities within a 10 minute walk of their homes.	<p>1. Children and young people have increased opportunity to access and enjoy a variety of play</p> <p>2. Increased inclusive play opportunities</p>	<p>Being healthy</p> <p>Enjoying and achieving</p> <p>Economic well-being</p> <p>Making a positive contribution</p>
4. More children and young people will have the opportunity to access "risky" play.	<p>1. Children and young people have increased opportunity to access and enjoy a variety of play</p> <p>2. Increased inclusive play opportunities</p> <p>3. A greater understanding of the importance of play</p> <p>4. Children and young people are involved in the design and delivery of play</p>	<p>Being healthy</p> <p>Staying safe</p> <p>Enjoying and achieving</p> <p>Making a positive contribution</p>

Children's Play Outcomes / "Three Frees"

In addition to the four sets of outcomes listed above the BIG Lottery have also developed a series of outcomes for their Children's Play initiative. BIG will be a major funding partner in play provision therefore projects being put forward for BIG funding should also reflect their outcomes.

It is also important to note that every project being put forward for Children's Play funding adheres to the philosophy of the "Three Frees". These are as follows

- The project will be **free of cost**.
- The children and young people will be **free to choose** what they would like to do.
- The children and young people will be **free to come and go** as they please.

Children's Play outcomes – for the sake of saving space in the tables below numbers have been allotted to the Children's Play outcomes in the table. It should be noted that this is not a ranking or prioritisation and each carries equal weight. These can be seen below:

- More children will take part in a wider range of good, inclusive and accessible play experiences. (1)
- Children will have more choice and control over their play. (2)
- Children will develop greater well-being through play (including healthy growth, knowledge and understanding, creativity and capacity to learn). (3)
- Children will achieve greater independence and self-esteem through play. (4)
- Children will acquire greater social skills and respect for others through play. (5)
- Children will be able to test boundaries, be challenged and take risks through play, while kept safe from harm. (6)

- More children experiencing barriers to free play will be included in mainstream play provision (for example, girls, children and young people from ethnic or religious minorities, children in care, children of refugees and homeless families and those living in rural areas). (7)
- Local communities, especially children, will have greater involvement in designing, planning and running play projects. (8)

Bromsgrove Project Action Plan 2007-10

Schemes are listed by catchment/project area for ease of reference primarily for local ward members and local organisations.

Project Name	Project Description	Outcomes met	Timescale	Contact	Key project milestones	Review date(s)	Cost Rev / Cap	Funding source
Wythall schemes								
<p>The following schemes in Wythall will support the following district outcomes;</p> <ul style="list-style-type: none"> • More children and young people in outlying/village areas of the District will have access to quality play opportunities. • More teenagers will have access to suitable play provision. • More children and young people in Bromsgrove will have quality play opportunities within a 10 minute walk (480m) of their homes. • More children and young people will have the opportunity to access "risky" play. 								
Project 1. Wythall Play Project – Wythall Park Adventure Play Area	A joint venture with Bromsgrove Council and the Wythall Park Association to provide a new adventure play area for teenage age ranges.	District – 1,2,3,4 County – 1, 4 ECM - Being healthy, Staying Safe, Enjoying & Achieving BIG – 1,2,3,4,5,6,7 808 more young people/teenagers will have access to quality play by Summer 2008	2007/8 Discussions underway with WPA.	C&CS	Consultation Autumn 2007. Design & Consultation Dec. 07. Project build start April 08. Completion June 2008. Site launch August 2008. Pending Lottery decision.	6 months after site works concluded	£52,000	£40k BIG Lottery Fund + £12k from BDC
Project 2. Hollywood Lane open space play area, Wythall	Create an innovative and natural play facility with climbing boulders, tyre swing and enviro mulch safer surfacing and creation of a wetland area designed for junior age ranges.	District – 1,2,3 County – 1 & 4 ECM - Being healthy, Enjoying & Achieving BIG – 1,3,4,5,6,7,8 761 more children/young people will have	2007/8	C&CS	Consultation Autumn 2007. Design & Consultation Dec. 07. Project build start Spring 2008. Completion July 2008. Site launch August 2008.	6 months after site works concluded	£50,000	£40k BIG Lottery Fund + £10k from BDC (S106 funds for Wythall)

Project Name	Project Description	Outcomes met	Timescale	Contact	Key project milestones	Review date(s)	Cost Rev / Cap	Funding source
		access to quality play by Summer 2008			Pending Lottery decision.			
Wythall Play Project – 3. May Farm Close play area, Wythall	A play area designed for toddler and young children age ranges that is accessible to young families in the vicinity of May Farm Close.	District – 1,3,4 County – 1 & 4 ECM - Being healthy, Enjoying & Achieving BIG – 1,3,5,6,7,8 735 more children will have access to quality play by Summer 2008	2007/8	C&CS	Consultation October/November 2007. Design & Consultation March 2008. Build start May 2008. Completion July 2008. Site launch August 2008.	6 months after site works concluded	£35,000	£35k BIG Lottery Fund
Wythall Park - A new multi use games area.	A partnership between Bromsgrove Council and the Wythall Park Association to provide a new MUGA to improve facilities for teenage age ranges in the Wythall area.	District – 1, 2, 3, 4 County – 1 ECM - Being healthy, Staying Safe, Enjoying & Achieving	2007/8 Discussions with the Wythall Community Association are underway.	C&CS	Consultation Autumn 2007. Design & Consultation Jan.08. Build start March 08. Completion May 2008.	October 2008	£55,000	BDC (from Section 106 funds for Wythall)
Wythall Youth Club games area	A scheme to improve opportunities for games and sports participation by providing line marking and equipment for the hard standing at the rear of the youth club.	District – 1, 2 County – 1, 4 ECM - Being healthy, Enjoying & Achieving	Discussions with Wythall Youth Club underway.	C&CS	Grant issued Nov. 08. Line marking undertaken by Jan. 08.	Spring 2008	£3,000	BDC (From Section 106 funds for Wythall)

Rubery schemes

The following schemes will support the following district outcomes;

- 1 More children and young people in outlying/village areas of the District will have access to quality play opportunities.
- 2 More teenagers will have access to suitable play provision.
- 3 More children and young people in Bromsgrove will have quality play opportunities within a 10 minute walk (480m) of their homes.

Project Name	Project Description	Outcomes met	Timescale	Contact	Key project milestones	Review date(s)	Cost Rev / Cap	Funding source
4 More children and young people will have the opportunity to access "risky" play.								
Callowbrook open space Play Area	Creation of a new play area providing play opportunities for young children.	District – 1 & 2 County – 1 & 2 ECM – Being healthy	Scheme completed Spring 2007	C&CS	Scheme completed in Spring 2007	Summer 2008	£50,000	BDC (Section 106 funding for Rubery)
Callowbrook open space Play Area	Provision of a shelter/meeting point for teenagers in proximity to the on site CCTV	District – 1 & 2 County – 1 & 2 ECM – Staying Safe	Scheme completed 2006		Installed 2006	Summer 2008	£5,000	BDC
Rubery MUGA Project - Callowbrook open space	Provide a multi use games area for teenage age ranges.	District – 1, 2, 3, 4 County – 1 & 4 ECM –Being healthy, Staying Safe BIG – 1,2,3,4,5,6,7 1071 more young people/teenagers will have access to suitable play provision by Summer 2008.	2007/8	C&CS	Consultation Dec. 2007. Design & Consultation Jan. 08. Project build start April 2008. Completion June 2008. Site launch August 2008. Pending Lottery decision	6 months after site works concluded	£50,000	BIG Lottery Fund
Multi-Skills Club, Waseley Hills High School	Development of fundamentals of movement through coach led play activities for 5 to 8yrs.	District - 2 & 3 County – 1 & 2 ECM –Being healthy, Enjoying & Achieving	Start April 2007	C&CS	Start April 2007	Annual	£7,300	NWSSP/BD C
Rubery Festival	An annual event to celebrate local youth based opportunities and nurture	District – 2 & 3	Event held in June - Annually	Rubery Festiv	Planning event from autumn (annually). Event	Late summer	Approx. £4,000 plus in	Rubery Festival – external

Project Name	Project Description	Outcomes met	Timescale	Contact	Key project milestones	Review date(s)	Cost Rev / Cap	Funding source
	community cohesion			al Coordinator with advice from C&CS	held in June.		kind voluntary support	financial grants
<p>Sidemoor schemes</p> <p>The following schemes will support the following district outcomes;</p> <p>2 More teenagers will have access to suitable play provision.</p> <p>3 More children and young people in Bromsgrove will have quality play opportunities within a 10 minute walk (480m) of their homes.</p> <p>4 More children and young people will have the opportunity to access "risky" play.</p>								
Sidemoor Play Project - King George Playing Fields	To extend the existing play area provision to provide more stimulating and risky play items for the under 12 age ranges.	District - 3 & 4 County – 1 & 2 ECM - Being healthy, Enjoying & Achieving BIG – 1,2,3,4,5,6 685 more children will have access to risky play by Summer 2008	2007/8	C&CS	Consultation Autumn 2007. Design & Consultation Dec. 07. Project build April 08. Completion June 2008. Site launch July 2008. Pending Lottery decision	Spring 2008	£35,000	BIG Lottery Fund
King George Playing Fields multi use games area	Replace and extend the sports fencing and provide a youth shelter to the existing MUGA	District – 1, 2, 3, 4 County – 1 & 4 ECM –Being healthy, Staying Safe	Completed Summer 2007	C&CS	Site works completed Summer 2007	March 2008	£30,000	Worcs Youth Capital Fund (DABID)
King George Playing Fields MUGA floodlights	Increase the level of access/participation by providing floodlights to the existing MUGA facility.	District – 2,3,4 County – 1 ECM - Being healthy, Staying Safe, Enjoying &	2007/8	C&CS	Consultation Spring 2007. Planning Permission by end Dec.07. Build	March 2008	£30,000	BDC

Project Name	Project Description	Outcomes met	Timescale	Contact	Key project milestones	Review date(s)	Cost Rev / Cap	Funding source
		Achieving, Positive Contribution			Jan. 08. Completion March 08.			
Sidemoor Funded Activities	Delivery of sports activities and trips for 5-14yrs	ECM - Being healthy, Enjoying & Achieving	2006-2008	C&CS	Delivery of 6 week blocks Sept 07 onwards	March 08	£7,000	Childrens Fund
Sidemoor Childrens Centre	Children under 5 years old and their families can receive seamless holistic integrated services and information.	1,3,4	March 2008	Cath Ellicott	Ongoing			WCC

Charford schemes

Page 23

The following schemes will support the following district outcomes;

1 More children and young people in outlying/village areas of the District will have access to quality play opportunities.

2 More teenagers will have access to suitable play provision.

3 More children and young people in Bromsgrove will have quality play opportunities within a 10 minute walk (480m) of their homes.

4 More children and young people will have the opportunity to access "risky" play.

Charford Recreation Ground	Provision of a <ul style="list-style-type: none"> Skate park MUGA New play area 	District – 2, 3 & 4 County – 1 & 2 ECM - Being healthy, Enjoying & Achieving	2007	C&CS	Site works completed by August 2007	October 2007	£150,000	£100k BDC and £50k Worcs Youth Capital Fund (DABID)
Skate Park Graffiti Art project, Charford	To work with the Multi Agency Resource Centre and engage with young people from Charford to create graffiti art on the new skate ramps.	District - 2 County - 4 ECM - To make a positive contribution, enjoying and achieving.	Completion of art work by Dec. 07	C&CS	Consultation with Resource Centre October 07. Implementation of artwork Jan.08		£2,000	BDC
Multi-Agency Resource Centre, Charford	Range of activities for children and young people	1,2,3,4	On-going	Sue Raison Jones	As per MARC delivery plan	annual		Grants and own fund raising activities

Project Name	Project Description	Outcomes met	Timescale	Contact	Key project milestones	Review date(s)	Cost Rev / Cap	Funding source
Charford Children's Centre	Children under 5 years old and their families can receive seamless holistic integrated services and information.	1,3,4	On going	Cath Ellicatt	Children's centre service plans		£50,000	WCC
Catshill schemes								
<p>The following schemes will support the following district outcomes;</p> <p>1 More children and young people in outlying/village areas of the District will have access to quality play opportunities.</p> <p>2 More teenagers will have access to suitable play provision.</p> <p>3 More children and young people in Bromsgrove will have quality play opportunities within a 10 minute walk (480m) of their homes.</p> <p>4 More children and young people will have the opportunity to access "risky" play.</p>								
MUGA for Catshill	A new MUGA designed for teenage age ranges. Indicative proposal to locate the MUGA on the open space at Milton Road, Catshill	District – 1, 2, 3, 4 County – 1 & 4 ECM –Being healthy, Staying Safe	2007/8	C&CS	Consultation with young people August 2007. Design & Consultation Dec.07. Installation March 08. Completion May 08.	Spring and Summer 2008	£55,000	BDC
Horsecourse Playing Field play area	Refurbish and extend the existing play area for junior age ranges	District - 2 & 3 County – 1 & 2 ECM - Being healthy.	2007/8	C&CS	Scheduled to follow the above scheme. Consultation August 2007. Design & Consultation Jan. 08. Build start April 08. Completion June 2008.	Summer 2008	£50,000	BDC
Bromsgrove based schemes								
The following schemes will support the following district outcomes;								

Project Name	Project Description	Outcomes met	Timescale	Contact	Key project milestones	Review date(s)	Cost Rev / Cap	Funding source
2 More teenagers will have access to suitable play provision. 3 More children and young people in Bromsgrove will have quality play opportunities within a 10 minute walk (480m) of their homes. 4 More children and young people will have the opportunity to access "risky" play.								
Activzone at the Dolphin Centre	An exciting mix of sport, arts, games and challenges aimed at 5 to 12 years held at the Dolphin Centre, Bromsgrove during the summer holidays. Spin off activities include the gamezone, splashzone and sports zone sessions.	District – 1, 2 & 3 County – 1 & 2 ECM - Being healthy, Staying Safe, Making a positive contribution	Annual summer activities held during the school holiday periods except xmas	C&CS	Annual	Annually		BDC
Barnsley Hall Play Area	Requisition of land from English Partnerships and creation of a new play space and play area to serve the Woodland Grange residential estate.	District – 1 & 3 County – 1, 2, 3 ECM - Being healthy, Staying Safe, Making a positive contribution	Scheme completed July 2007	C&CS	Completed July 2007.	November 2007	£65,000	BDC
Barnsley Hall play space	Provide a basketball area for informal casual play to meet demand from local teenagers	District – 1, 2 & 3 County – 1 & 2 ECM - Being healthy, Staying Safe, Making a positive contribution	2007	C&CS	Installation Autumn 2007	Summer 2008	£2,000	BDC
Barnsley Hall playing fields	Conveyance of land from EP. Rejuvenation of playing pitches/fields.	District – 1, 2 & 3 County – 1 & 2 ECM - Being healthy, Staying Safe, Making a positive contribution	Conveyance of land completed 2006/07	C&CS	TBA	September 2007	£215,000	BDC + Govt Liveability Fund

Project Name	Project Description	Outcomes met	Timescale	Contact	Key project milestones	Review date(s)	Cost Rev / Cap	Funding source
Parklands open space	Provide 5 aside football goals for informal casual play to meet demand from local teenagers	District - 2 & 3 County – 1 & 2 ECM - Being healthy, Staying Safe, Making a positive contribution	Installed	C&CS	Installed	Summer 2008		BDC
Parklands/Oakalls Play Area	Provision of a new play area for junior age ranges and basketball goals for teenagers to serve the Oakalls and Parklands residential estate.	District - 2 & 3 County – 1 & 2 ECM - Being healthy, Staying Safe, Making a positive contribution	2007/8	C&CS	Pending receipt of £25k S106 sum from Barratt Homes anticipated by Autumn 2007. Commencement of site works to follow.	March 2008	£65,000	BDC (Section 106 funding)
Jubilee bandstand programme at Sanders Park	A varied programme of 43 events/workshops held inc. youth bands and traditional brass bands, music, puppet shows, clowns and magic, school performances, visual art, drumming and story telling workshops.	District - 3 County – 1 & 2 ECM - Being healthy, Making a positive contribution	Annual events in July/August each year	C&CS	Event preparations from January each year.-	Annually	£8,000	BDC and sponsor
Street Theatre at the Recreation Ground, Bromsgrove	Five Street Theatre community focused events with a varied programme of national/international street performers/artists.	District - 3 County – 1 & 2 ECM - Being healthy, Making a positive contribution	Event held on Wednesdays throughout August each year		Event preparations from January each year.	Annually		BDC and sponsor
Multi-Skills Festival	Annual Multi-Skills Festival for children 5-8 years	District – 3 County – 1 & 2 ECM - Being healthy, Enjoying & Achieving	1 st Festival October 2007	C&CS	Event preparations July-Sept each year. Annual event October.	November 2008	£2,400	BDC

Project Name	Project Description	Outcomes met	Timescale	Contact	Key project milestones	Review date(s)	Cost Rev / Cap	Funding source
Other Outlying/village areas of the district								
<p>The following schemes will support the following district outcomes;</p> <p>1 More children and young people in outlying/village areas of the District will have access to quality play opportunities.</p> <p>2 More teenagers will have access to suitable play provision.</p> <p>3 More children and young people in Bromsgrove will have quality play opportunities within a 10 minute walk (480m) of their homes.</p> <p>4 More children and young people will have the opportunity to access "risky" play.</p>								
Sports Development around the district	A comprehensive programme of multi sports coaching activities for 5 to 19yrs throughout the summer at venues in Hagley, Romsley, Belbroughton, Alvechurch, Stoke Prior, Barnt Green and more	District – 1, 2 & 3 County – 1 & 2 ECM - Being healthy, Staying Safe, Making a positive contribution	Annual summer programme	C&CS	Annual programme	Annually	BDC revenue	BDC
Activzone at Haybridge Sports Centre, Hagley	An exciting mix of sport, arts, games and challenges aimed at 5 to 12 years held at Haybridge Sports Centre during the summer holidays.	District – 1, 2 & 3 County – 1 & 2 ECM - Being healthy, Staying Safe, Making a positive contribution	Annual summer activities	C&CS	Annual programme	Annually	BDC revenue	BDC
SAY yes programme	Holiday programme covering all school holidays (exc. Christmas). Delivery of semi-structured sports and arts activities in targeted areas across the district. The scheme includes elements of free choice, flexibility of participation and affordability,	District – 3 County – 1 & 2 ECM - Being healthy, Enjoying & Achieving	Annual programme of delivery	C&CS	SAY yes Brand 2007/8. Ongoing activity programme.	Annually	£15,000	BDC/Community Safety
Hunters Hill School, Blackwell	New sports facilities building at Hunters hill School and community use agreement to	District – 1 County – 1 & 2 ECM - Being healthy,	Building scheduled for	C&CS	Agreement concluded. Building	Quarterly	£210,000	Supported in partnership with BDC to

Project Name	Project Description	Outcomes met	Timescale	Contact	Key project milestones	Review date(s)	Cost Rev / Cap	Funding source
	also allow use of the adventure play/outward bound facility.	Staying Safe, Enjoying & Achieving,	completion by autumn 2007.		scheduled for completion by autumn 2007.			secure community use
Alvechurch village teenage provision	To extend opportunities for teenagers to participate in leisure and play activity	District – 3 County – 1 & 2 ECM - Being healthy, Enjoying & Achieving	Subject to The Neighbourhood Management Pilot scheme	C&CS		?	?	BDC
Hopwood Nature Reserve	To explore opportunities to use parts of the 60 acre site for playful conservation activities for children in association with the Wildlife Trust and local Schools	District – 1, 3 County – 1 & 4 ECM - Being healthy, Staying Safe, Enjoying & Achieving,	2009/2010	C&CS/ Wildlife Trust	Meet with the Wildlife Trust March 2008. Agree a programme of activity by Autumn 2008.	Annual	Not known to date	BDC/Wildlife Trust
Blackwell play area	To provide a new play in the village of Blackwell in partnership with Lickey and Blackwell Parish Council and the County Council	District – 1 County – 1 & 2 ECM - Being healthy, Staying Safe, Enjoying & Achieving	2007/8	C&CS	BDC Cabinet approval scheduled for September 2007. Completion of scheme schedule January 2008.	TBA	£40,000	Supported in partnership with BDC
Belbroughton	Improved play facilities at Belbroughton Recreation Centre	District – 1 County – 1 & 2 ECM - Being healthy, Staying Safe, Enjoying & Achieving,	Scheduled for completion by August 2007	C&CS	Scheduled for completion by August 2007		£20,000	Supported in partnership with BDC
Romsley	Enhanced play facilities for young children at St. Kenelms Recreation Ground, Romsley	District – 1 County – 1 & 2 ECM - Being healthy, Staying Safe, Enjoying & Achieving,	Completed	C&CS	Grant issued.	Annual	£600	Supported in partnership with BDC

Project Name	Project Description	Outcomes met	Timescale	Contact	Key project milestones	Review date(s)	Cost Rev / Cap	Funding source
Tardebigge Community Hall	Enhancement of recreational facilities at Tardebigge Community Hall, picnic area, patio and children's adventure play area	District – 1 County – 1 & 2 ECM - Being healthy, Staying Safe, Enjoying & Achieving,	2007/8	C&CS	First grant instalment issued August 2007.	Summer 2007	£25,000	Supported in partnership with BDC
District wide Services								
<p>The following schemes will support the following district outcomes;</p> <p>1 More children and young people in outlying/village areas of the District will have access to quality play opportunities.</p> <p>2 More teenagers will have access to suitable play provision.</p> <p>3 More children and young people in Bromsgrove will have quality play opportunities within a 10 minute walk (480m) of their homes.</p> <p>4 More children and young people will have the opportunity to access "risky" play.</p>								
Raising the profile of Play	To provide a seminar/workshops for play providers in the district e.g. Parish Councils, to help promote innovate, risky and inclusive solutions for play facilities	District 4 County 1, 2, 3	2008 - 2010	C&CS	Programme content approved August 2008. First seminar to be arranged for Autumn 2008	After each seminar.	Cost offset by Play Companies. C&CS staff support.	Sponsored event by Play Suppliers under contract to BDC
Link to National Play Day	Incorporate the National Play Day into play, arts and cultural events held on 1 st August e.g. Wednesdays Street Theatre	District 4 County 3	2008 - 2010	C&CS	Refer to events schedules	Annually	Cost absorbed with events budgets	BDC In kind voluntary organisation support
Adopt the Children's Charter for Play	To formally adopt Play England's Charter For Children's Play; to promote the aims and objectives of the Charter and to work to ensure that policies and practices across the organisation support and	District 1,2,3,4 County 1,2,3,4 ECM	2008		Pending Play England's consultation upon the revised Charter.	Annually.		No cost to adopting Charter.

Project Name	Project Description	Outcomes met	Timescale	Contact	Key project milestones	Review date(s)	Cost Rev / Cap	Funding source
	promote children's access to a range of play opportunities and services.							
Play Safety Inspection Training	To extend the Councils RPII play safety training programme to other district wide providers of play.	District 1, 4 County 1, 3 ECM – Staying Safe	2008 – 2010	C&CS	Training programme approved September and delivered November 2008. Training delivered annually.	After each training course.	BDC play safety budget. Additional costs offset by hosting the courses.	BDC. Other attendees
Play Area Minders	To review the existing scheme of providing Play Area Minders for play areas within the district and consider the option to adopt the 'Maintenance by Van' approach	District 1 County – 1 & 2 ECM - Being healthy, Staying Safe, Enjoying & Achieving.	2007/8	C&CS	Review commenced July 2007.	2008	Existing revenue	BDC
Review Grounds Maintenance Programme	To review the parks grounds maintenance specifications to incorporate more opportunities for play e.g. letting selected areas of grass grow, more woodland areas, tolerance of children's dens and BMX mounds.	District 1,2,3,4 County 1,3,4 ECM - Being healthy, Staying Safe, Enjoying & Achieving	2008/2009	C&CS	Selected sites to initially be piloted during Summer 2008.	Annually	Costs within existing grounds maintenance budgets	BDC

Project Name	Project Description	Outcomes met	Timescale	Contact	Key project milestones	Review date(s)	Cost Rev / Cap	Funding source
Extended Services	Liaise with Extended schools to support innovative play developments with children at school.	1,2,4	On going	Alvynne Curley, Extended Schools Coordinator	Schools providing extended schools core offer Promote the value of play within the school environment			WCC
Detached Youth team	Provision of activities	1,2,3,4	On-going	Kim Caves	Youth Support Service Delivery plan	annual		WCC
Youth Clubs	Provision of youth activities at WCC owned centres – Ryland, Rubery, Wythall, Catshill	1,2,3,4	On-going	Kim Caves	Delivery of youth support Service Delivery Plan	annual		WCC
VCS Support	Support of voluntary sector play providers across Bromsgrove		On-going	Dave Boucker	Number of VCS supported.	quarterly		WCVYS
Local Community and young peoples Forums 'Pilots'	For local partnerships to join up activities for children and young people aged 8 to 19 years, with the knowledge of the needs of children and young people. The forums will identify gaps in provision, and youth activity centres. As well as arranging for local things to do and places for young people to go.	1,2,3,4	On going pilot September '07	Anthony Blagg, Dave Evans		March '08		WCC
Play based activity sessions	To deliver a play based programme of activities in target areas of Bromsgrove in association with the YMCA/voluntary sector	District – 3 County – 1 & 2 ECM - Being healthy, Enjoying & Achieving	2008/9	C&CS	In principle agreement received from YMCA September 2007. BDC	Summer 2008	£4,500 subject to 2008/9 budget round	BDC/YMCA

Project Name	Project Description	Outcomes met	Timescale	Contact	Key project milestones	Review date(s)	Cost Rev / Cap	Funding source
					Funding bid approval April 2008			
Information Technology Development	Improvements to the Councils GIS system The future development of the GIS and take up of various analytical tools will be able to interrogate and analyse time drive scenarios.	District – 1,2,3,4 County – 1 & 2 ECM - Being healthy, Enjoying & Achieving	2008/9	C&CS	2008/9		Internal capacity for the analytical work subject to Council support	BDC
Planning Policy Development								
<p>The following schemes will support the following district outcomes;</p> <p>1 More children and young people in outlying/village areas of the District will have access to quality play opportunities.</p> <p>2 More teenagers will have access to suitable play provision.</p> <p>3 More children and young people in Bromsgrove will have quality play opportunities within a 10 minute walk (480m) of their homes.</p> <p>4 More children and young people will have the opportunity to access "risky" play.</p>								
PPG17 Survey	An initiative to commission an audit/strategy to meet the requirements of PPG17.	District – 1,2,3,4 County – 1 & 3 ECM - Being healthy, Staying Safe, Enjoying & Achieving, Economic Well being	2007/8	Mike Dunphy, Strategic Planning BDC	Tendering Process to begin autumn 2007. Spec Brief produced August 07. Survey report available 2008.	6 months following completion of report	£30,000	BDC
PPG17 Survey outcome.	The results and recommendations of the survey work will be incorporated into the Bromsgrove Local Development Framework.	District – All County – 3 ECM - Economic Well being	LDF Core Strategy is currently being prepared and	Mike Dunphy, Strategic Planning	The First Stage of formal consultation on the Core Strategy to take place early in 2008			BDC

Project Name	Project Description	Outcomes met	Timescale	Contact	Key project milestones	Review date(s)	Cost Rev / Cap	Funding source
	Lessons learnt from existing play provision throughout the district should be applied to new development sites.		consulted on although adoption of the final documents is likely to take place 2009/10	ng BDC				
Indicative proposals subject to the outcome of the Bromsgrove PPG 17 Survey								
Green Play Route Network	Develop cycling and walking play routes linking schools, parks, play areas to the National Cycle Network spine through the town. The routes will be play resources themselves, as well as providing safe and attractive ways for young people and the wider community to move around their local area.	District – 1,2,3,4 County – 1,2,4 ECM - •Being healthy, Staying safe, Enjoying and achieving BIG – 1,2,3,4,5,6,8	2008/10	C&CS/ Sustrans	Indicative proposal pending completion of PPG17 survey/report	6 months after site works concluded	Indicative £50,000	Section 106/tbc
Swanslength Play Area, Alvechurch	To extend the size and quality of the existing play area to provide a facility of greater play value for junior age ranges.	District – 3 County – 1 & 2 ECM - Being healthy, Staying Safe, Enjoying & Achieving	2008/9	C&CS	Indicative proposal pending completion of PPG17 survey/report		£50,000	BDC Capital
St. Chads Park Play Area	Extend the existing play area to provide greater innovative and stimulation for junior age ranges. A secondary phase to the development of the new skate park and ball court facilities provided in 2006.	District – 1, 3 & 4 County – 1 & 2 ECM - Being healthy, Enjoying & Achieving	2008/9	C&CS	Indicative proposal pending completion of PPG17 survey/report		Indicate estimate £50k	BDC (Section 106 funding for Rubery)

Project Name	Project Description	Outcomes met	Timescale	Contact	Key project milestones	Review date(s)	Cost Rev / Cap	Funding source
<p>In addition to the above a number of additional Section 106 agreements are in place that shall in due course trigger the release of additional capital sums to Bromsgrove District Council. These sums shall help deliver the recommendations of the PPG17 survey report (notwithstanding the necessity to ensure compliance with the terms of the agreements). To date additional Section 106 agreements include;</p> <ul style="list-style-type: none"> • £163,520 for off site play space at 14-20 Station Road, Blackwell, Bromsgrove. • £39,324 for off site open space within the Whitford ward ref. Elmsvynne Ltd development at 34 Rockhill, Bromsgrove. • £81,090 for off site play facilities within the district of Bromsgrove ref. Persimmon Homes development at land at School Drive, Bromsgrove • £54,208 for off site play facilities ref. Billingham & Kite development at 7a & 9a Crownhill Meadow, Catshill, Bromsgrove 								

BDC = Bromsgrove District Council
C&CS = Culture & Community Services Directorate of BDC
WCC = Worcestershire County Council

Outcomes – District = District outcomes, County = Worcestershire Play Strategy outcomes, ECM = Every Child Matters outcomes, BIG = Children’s Play outcomes.

In all projects the cost of project management and support by either Council officers or volunteer organisations has not been included. Inevitably in all cases this is substantial.

Monitoring the Action Plan

The projects included in the Bromsgrove Action Plan will all be monitored and evaluated to ensure that its aims and outcomes are being achieved. To do this Bromsgrove will adopt the Children's Play Council's Draft Play Indicators as identified on page 17 of the county strategy:

The four play indicators are as follows:

	Method of generation	How we will monitor and collection proposals
<p>Participation The percentage of all children and young people aged birth to 16 (i.e. from all social and ethnic groups, including those who have disabilities), who play out for at least four hours each week.</p>	School and household survey data collated by the Councils Policy unit	Bromsgrove will incorporate the questions recommended in the Play Indicator Guidance notes into existing planned surveys. Reports shall be disseminated by the Councils Policy unit and reported to and reviewed by the LSP for Children and Young People forum.
<p>Access to a variety of facilities and spaces The percentage of children and young people aged birth to 16 that have access to at least three different types of space or facility, at least one of which is a dedicated place for play and informal recreation, which are all within easy walking or cycling distance.</p>	Open space and Play Strategy Audits GIS mapping	Projects will be prioritised to ensure best fit with the outcomes and recommendations of the proposed PPG17 survey. Once complete they will be added to a GIS mapping system to enable future reprioritisation at strategy refresh.
<p>Quality of facilities and spaces The proportion of facilities and spaces meeting the quality criteria for 'excellent' and 'good' ratings</p>	Assess against standards based on agreed quality criteria.	Projects will be assessed to ensure they comply with the quality standards set out on page 18 of the Worcestershire Strategy. Annual site assessment reports shall be undertaken to measure play value and comparisons drawn from previous reports.
<p>Satisfaction The percentage of all children and young people (i.e. from all social and ethnic groups, including those who have disabilities), who think that the</p>	School and household survey collated by the Councils Policy unit County Youth Service 'Youthink' exercises	Bromsgrove will incorporate the questions recommended in the Play Indicator Guidance notes into the IT based 'Youthink' surveys carried out by

range and quality of play facilities and spaces they are able to access in their local neighbourhood is good/very good.		Worcestershire County Council on an annual basis. Survey data shall be made available to relevant stakeholder organisations.
---	--	--

It should be noted that these indicators are currently in draft form and, therefore, may be subject to change according to the results of the pilot programme for the indicators being conducted by the Children’s Play Council.

Monitoring and evaluation of the Action Plan will take place in line with the systems identified on page 16 of the County Strategy. In addition, any externally funded projects within the Action Plan will be subject to any reporting, monitoring and evaluation systems required by relevant funding bodies.

The table below identifies the methods of generation for the Performance Indicator data in Bromsgrove and shows the likely timescales for these.

Responsibility for reporting the monitoring information will rest with the District Council. Responsibility for collation and reporting of the countywide information will lie with the Worcestershire Play Partnership.

Review

Review of the strategy will be performed on an annual basis by the County Play Partnership to ensure that the outcomes and aims are being fulfilled. In 2010 the final review and evaluation of the strategy will take place with a view to formulating and prioritising the next strategy (2010 onwards). In a similar way Bromsgrove’s Action Plan will be reviewed annually with a final review and evaluation in 2010. This will be carried out by the local strategic partnership for Children and Young people consisting of voluntary and public sector stakeholders.

Bromsgrove’s position statements / standards

Aside from being committed to the statements seen on pages 3, 5, 9 and 12-15 of the countywide document, Bromsgrove has adopted a number of local standards and position statements on issues around quality, risk, accessibility and sustainability.

Quality

Parks and Green Spaces

The Green Flag Award is the national standard for parks and green spaces and represents a benchmark against which the quality of all parks can be measured. Although a large number of sites are parks and open spaces, the criteria for an award also extends across recreational green spaces including nature reserves, greens and allotments. Sanders Park in Bromsgrove has achieved this award and should therefore be considered an example of good practice.

Bromsgrove aims to increase the number of open spaces with Green Flag Award status from 1 to 2 over the three years of the Action Plan.

Bromsgrove’s own quality statement on parks and open spaces is as follows:

A welcoming, clean and litter free site providing a one-stop community facility with a wide range of leisure, recreational and enriched play opportunities for all ages. Sites should have varied and well-kept vegetation, appropriate lighting and ancillary accommodation (including benches, toilets and litter bins) and well-signed to and within the site. The safety of sites should be enhanced wherever possible (e.g. through appropriate planting, CCTV and a community warden presence)

Bromsgrove's own quality statements on provision for children and young people are as follows:

Children

A well designed clean site providing a mix of well-maintained and imaginative formal equipment and an enriched play environment in a safe, secure and convenient location. Sites should have clear boundaries, with dog free areas and include appropriate ancillary accommodation such as seating, litter bins and toilets within the larger sites. Sites should also comply with appropriate national guidelines for design and safety.

Young people

"A site providing a robust yet imaginative play environment for older children in a safe and secure location, with clear separation from younger children facilities, overlooked from some aspects and that promotes a sense of ownership. The site should include clean, litter and dog free areas for more informal play and appropriately designed seating and shelter. Sites should also comply with appropriate national guidelines for design and safety".

Bromsgrove's own quality statement on amenity green space is as follows:

A clean and well-maintained site with appropriate ancillary accommodation (seating, dog and litter bins etc), pathways and landscaping in the right places providing a spacious outlook and overall enhancing the appearance of the local environment. Larger sites should be suitable for informal play opportunities and should be enhanced to encourage the site to become a community focus, while smaller sites should at the least provide an important visual amenity function.

Risk

All projects undertaken as part of the Bromsgrove Play Action Plan will be subject to a full risk assessment. This will be the case for all projects at planning stage and for capital projects upon completion and prior to opening for use.

Bromsgrove also believes that all children need and want to take risks in order to explore limits, venture into new experiences and develop their capacities, from a very young age and from their earliest play experiences.

The line between providing opportunity for risky play and providing sufficient measures to ensure safety and safeguards is a fine one but it is one that we need to tread in order to provide the best possible play opportunities for the children and young people of Bromsgrove.

Accessibility

In addition to the standards required by the Disability Discrimination Act a series of local accessibility standards applying to play provision have been developed by

Bromsgrove. All projects within this action plan will adhere to and contribute towards these local, as well as national, standards.

Parks and green spaces

- Provide 0.75 hectares per 1000 population in urban areas.
- Provide a site within 15 minute walk time in urban areas.

Provision for children and young people

- Provide 0.07 hectares per 1000 population (Children)
- Provide 0.02 hectares per 1000 population (Young people)
- Provide a site within 10 minute walk time (480 metres) for children
- Provide a site within 15 minute walk time (720 metres) for young people

Amenity green space

- Provide 0.61 hectares per 1000 population
- Provide a site within 10 minute walk time (480 metres)

These standards shall be reviewed upon completion of the PPG17 survey.

Sustainability

All projects within this Action Plan will have been assessed as to their long term sustainability. Revenue projects, such as projects involving employing officers, will have either allowed for ongoing costs after 2010 or will have justified the reasoning for any short term contracts and the subsequent exit strategies. Capital projects will have allowed for any increased maintenance costs in their long term budgeting processes.

Thank you for Playing

Rob Heard,
Parks & Community Services Manager,
Bromsgrove District Council

The end.

BROMSGROVE DISTRICT COUNCIL

CABINET

3RD OCTOBER 2007

CUSTOMER PANEL SURVEY (1)

Responsible Portfolio Holder	Councillor Mike Webb
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive

1. SUMMARY

- 1.1 To inform Members of the key findings of the first Customer Panel Survey which took place in June 2007 (full report attached as Appendix 1)

2. RECOMMENDATION

- 2.1 It is recommended that the Cabinet considers the attached report.

3. BACKGROUND

- 3.1 The CPA Framework 2006 sets out a number of Key Lines of Enquiry for Corporate Assessment. These include the need for councils to ensure their ambitions are based on local needs and for them to be clear about what their customers' priorities are. Initial guidance for the forthcoming Comprehensive Area Assessment emphasises the need for agencies including councils to strengthen their focus on citizens and service users, to engage customers better and to obtain robust data from a reliable evidence base. To do this, the guidance states organisations must secure the participation of citizens in their activities and pay close attention to those citizens' experiences and viewpoints, as well as reporting progress back to them on a regular basis in order to strengthen engagement.
- 3.2 One of Bromsgrove District Council values is 'Putting the Customer First. The Council is committed to providing an excellent service for all its customers, and to consulting more effectively to ensure their needs are being met. Customer engagement is a crucial part of the Council's journey towards achieving a 'Fair' CPA recategorisation, and the Improvement Director has emphasised strongly that Members must be provided with firm evidence of customer need, rather than anecdotal evidence, in order to be effective decision-makers.
- 3.3 A Customer Panel Survey was commissioned in early 2007 to ascertain customers' views on the Council's priorities and current service provision. Following initial meetings with customer focus groups to develop the content of the survey, 1,600 copies of a postal questionnaire were sent out to the Customer Panel by the Council's contractors, Snap. 438 surveys were returned, representing a response rate of 27%. The confidence interval was 6%. Snap administered the process and analysed the results on behalf of the Council. The detailed results are available in the consultant's report, attached at Appendix 1.

- 3.4 The findings of the survey were mixed, though a number of successes were evident. 65% of respondents were satisfied with the service they received from the Council, and over half felt the Council was making the area a better place to live (55%) and were making it safer (56%). Moves to improve Customer Service have been recognised: 71% of respondents found accessing the Customer Service centre easy, and 72% said they would recommend the centre to a friend. Over half of respondents found contacting the Council easy (54%); however, only 43% found the Council to be efficient and well-run and even fewer felt it provided good value for money (38%). 61% of respondents felt the Council was remote and impersonal.
- 3.5 When asked about the Council's priorities, street cleansing was deemed to be the most important priority (89%), whilst improving the Council's reputation came a close second (87%). Importantly, 78% viewed community influence through consultation as a priority, echoing the message from Central Government in CPA and CAA guidance. Mechanisms such as electronic questionnaires and discussion forums were suggested as alternative methods of consultation that the Council could use.
- 3.6 The priorities deemed least important to the Council's customers were community events and the regeneration of Longbridge. When asked about progress towards achieving the Council's priorities, respondents were least satisfied with progress made on regenerating Bromsgrove town centre. This is important given that half of respondents said they visited Bromsgrove town centre at least once a week (50%). Satisfaction with progress made in improving the Council's reputation was also low (38%).
- 3.7 In terms of service provision, 69% were satisfied with the refuse collection service, 71% were satisfied with parks and open spaces and just under half were satisfied with the overall range of entertainment offered at the Artrix (47%). Of concern is the fact that 63% of respondents no longer use the Dolphin Sports and Leisure Complex. Reasons given for this included structural disrepair and lack of privacy in changing facilities, lack of cleanliness and competition from private gyms.
- 3.8 The Senior Corporate Policy and Performance Officer is currently re-letting the contract for the Customer Panel in order to make it more robust, and so that other methods of consultation and recruitment to the panel can be exploited. An increase in the size of the Customer Panel will be sought, together with a facility to drill down into ward-level and customer-group data (i.e. results according to age, ethnicity etc). This will improve the quality of the data that can be drawn from each consultation. Methods of boosting the sample size and response rate, together with wider marketing of the Customer Panel are also being incorporated into the new contract. This work will be completed shortly, ahead of the next Customer Panel Survey which is due to take place in November 2007.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications as a result of this survey, given that budget provision for existing corporate priorities has already been made. Subsequent consultation may impact on the next round of budget planning, depending on results. Budgetary provision for current consultation activities has already been made.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications.

6. CORPORATE OBJECTIVES

6.1 This report and associated appendix relate broadly to all corporate objectives due to the discussion of prioritisation and service delivery covered.

7. RISK MANAGEMENT

7.1 There are no risks associated with the details included in this report

8 CUSTOMER IMPLICATIONS

8.1 Customer implications include the need to strengthen the existing Customer Panel and engage participants in further consultation exercises. Officers should be aware of perception results for their service areas and use these to inform their own business planning processes. Members should be aware of the emphasis placed on customer consultation and evidence-based decision making in CPA and CAA guidance, and use the results of this consultation to inform the improvement journey of the Council.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 Implications for the Council's Equalities and Diversity policies include the need for the Customer Panel to be as representative as possible of the population as is practicable, and of the necessity to ascertain the views of specific demographic groups by drilling down into consultation responses.

10. OTHER IMPLICATIONS

Procurement Issues: None
Personnel Issues: None
Governance/Performance Management: Performance management of key issues identified in the report; management of Council reputation and communication of results; adherence to CPA KLOEs and CAA guidance.
Community Safety including Section 17 of Crime & Disorder Act 1988: None
Policy:
Environmental: None

11. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Chief Executive	No
Corporate Director (Services)	No
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 Customer Panel Survey draft report July 2007

13. BACKGROUND PAPERS

- Customer Panel Survey draft report July 2007
- The transition from CPA to CAA consultation paper April 2007
- CPA District Council Framework from 2006: Corporate Assessment Key Lines of Enquiry

Contact officer

Name: Jenny McNicol

E Mail: j.mcnicol@bromsgrove.gov.uk

Tel: (01527) 881631

**Bromsgrove District Council
Customer Panel Survey 2007**

**Draft Report
July 2007**

CONTENTS

1	SUMMARY	6
2	INTRODUCTION	9
2.1	Methodology	9
2.2	Analysis of results	9
2.3	Structure of this report	9
3	DEMOGRAPHICS	11
3.1	Introduction	11
3.2	Gender and Age	11
3.3	Length of time at current address.....	11
3.4	Tenure	12
3.5	Household composition	12
3.6	Employment status.....	13
3.7	Disability	13
3.8	Ethnicity.....	13
4	SERVICE DELIVERY	14
4.1	Introduction	14
4.2	Service delivery and image.....	14
4.3	Listening to the views of the local community	15
4.4	Other methods of consultation	15
5	FUTURE OF THE DISTRICT (COMMUNITY STRATEGY)	16
5.1	Introduction	16
5.2	Agreement with priorities	16
5.3	Other priorities	17
5.4	Progress towards achieving priorities	17
5.5	Concerns about performance	18
6	COUNCIL PRIORITIES	19
6.1	Introduction	19
6.2	Agreement with priorities selected	19
6.3	Other priorities	20
6.4	Progress towards achieving priorities	20
7	FINDING OUT ABOUT THE COUNCIL	22
7.1	Introduction	22
7.2	Ease of contacting the Council	22
7.3	Frequency of internet use.....	22

7.4	Frequency of visiting BDC’s website	23
7.5	Reason for visiting the Council’s website	23
7.6	Recall of Together Bromsgrove.....	24
7.7	Suggested items for Together Bromsgrove	24
7.8	Usefulness of Together Bromsgrove.....	24
7.9	Recall of council tax leaflet	25
7.10	Other information in council tax leaflet.....	25
7.11	Usefulness of information in council tax leaflet	25
7.12	Awareness of text messaging and email alert system.....	26
7.13	Receipt of local newspapers	26
7.14	Use of Customer Service Centre	27
7.15	Reason for visiting Customer Service Centre	27
7.16	Importance of town centre location.....	28
7.17	Ease of accessing the Customer Service Centre.....	28
7.18	Satisfaction with service received	29
7.19	Confidence that appropriate action was taken	29
7.20	Recommending the use of the Centre.....	30
8	STREET SCENE AND WASTE MANAGEMENT: STREET CLEANSING	31
8.1	Introduction	31
8.2	Road sweeping and cleanliness of public open spaces	31
8.3	Severity of fly tipping as a problem in the District?	32
8.4	Promptness with which fly tipping is removed	32
9	STREET SCENE AND WASTE MANAGEMENT: REFUSE COLLECTION	33
9.1	Introduction	33
9.2	Satisfaction with the refuse collection service.....	33
9.3	Reasons for dissatisfaction with the service	33
10	STREET SCENE AND WASTE MANAGEMENT: RECYCLING WASTE.....	34
10.1	Introduction.....	34
10.2	Use of the Council’s recycling facilities	34
10.3	Satisfaction with standard of service received	34
10.4	Recycling kitchen or garden waste.....	35
10.5	Awareness of discounted compost bin scheme	35
10.6	Additional facilities.....	35
10.7	Support for suspension of green waste collection during winter.	36
11	TOWN CENTRE.....	37
11.1	Introduction.....	37
11.2	Frequency of visiting Bromsgrove town centre	37

11.3	Reasons for not visiting Bromsgrove town centre	37
11.4	Factors encouraging more frequent visits to the town centre.....	38
11.5	Frequency of use of the Dolphin Sports and Leisure Complex	38
11.6	Satisfaction with the facilities at the Dolphin Centre	39
11.7	Reasons for no longer using the Dolphin Centre	39
12	TRANSPORT.....	40
12.1	Introduction.....	40
12.2	Satisfaction with the Council’s car parks	40
12.3	Use of local public bus transport.....	41
12.4	Reason for using local public bus transport	41
12.5	Standard of the bus station	42
12.6	Use of the local rail station	42
12.7	Reason for using local rail station	43
12.8	Standard of the local rail station.....	43
12.9	Reasons for not using public transport	44
13	CULTURAL AND RECREATIONAL ACTIVITIES AND VENUE	45
13.1	Introduction.....	45
13.2	Awareness of BDC’s direct support of cultural/recreational activities	45
13.3	Propensity to contribute towards the cost of funding Bonfire night.	46
13.4	Cultural and recreational activities available which are of interest.....	46
13.5	Satisfaction with cultural and recreational activities available	47
13.6	Satisfaction with the range of entertainment offered at the Artrix.....	47
13.7	Improving the range of cultural and recreational activities available.....	48
14	THE COUNCIL EXPERIENCE	49
14.1	Introduction.....	49
14.2	Positive experiences	49
14.3	Negative experiences	49
14.4	Overall satisfaction with the Council.....	50

APPENDIX 1: Questionnaire

APPENDIX 2: Comments

APPENDIX 3: Data tabulations

1 SUMMARY

- Responses were split equally between males (50%) and females (50%)
- 22% of respondents were under 45, 40% in the 45-64 age group and 38% were 65+
- 23% of respondents had been living at their current address for up to 5 years, 38% for 6 to 20 years and 39% for 21 years or more
- Over half (56%) owned their homes outright and one third (34%) were buying on a mortgage. A further 6% were renting from a Housing Association/Trust and 3% from a private landlord
- 3 out of 10 households (29%) had 1 adult occupant, twice as many (59%) having 2
- 39% were retired from work, 28% in full time employment, 11% self employed and 10 % working part time
- One quarter (26%) had a long standing illness, disability or infirmity
- The vast majority of respondents (98%) were from a white background
- Over half (55%) felt Bromsgrove District Council is making the local area a better place to live
- A similar number (56%) felt BDC is working to make the area safer
- Two thirds (63%) agreed that BDC is working to make the place greener and cleaner
- 43% felt the Council to be efficient and well run and 38% that it provided good value for money
- Over half (57%) of respondents thought Bromsgrove District Council was trustworthy
- 61% felt BDC to be remote and impersonal
- 4 out of 10 (43%) felt BDC promoted the interests of local residents and 41% that it acted on their concerns
- Two thirds (67%) felt that BDC treated all types of people fairly
- One quarter (24%) were satisfied that the Council was doing all it could to listen to the views of the local community, slightly more (29%) being dissatisfied with 46% being undecided
- 9 out of 10 (89%) agreed that reducing the fear of crime should be a priority, followed by 83% for educational achievement and 76% for older people
- 44% were satisfied with performance towards achieving priorities with regard to educational achievement and 40% with fear of crime

- With regard to Community Strategy, 89% felt that a Clean District should be a priority and 87% Improving the Council's performance
- 36% were satisfied with the Council's performance towards achieving its priorities with regard to Customer Service and 35% with Community Events
- Over half (54%) found it easy to contact the Council
- About half (48%) used the internet on a daily basis and a further 16% at least once a week
- 3 out of 5 residents (59%) never visited BDC's website
- Half of those who did visit the website (51%) did so to find information about the Council and its services.
- Half of respondents (49%) remembered receiving Together Bromsgrove and half (51%) did not
- Of those who received Together Bromsgrove, 6 out of 10 (59%) found the information to be useful
- 7 out of 10 (70%) remembered receiving the Council Tax leaflet, 63% of those finding the information to be useful
- Only 7% were aware of the text messaging and email alert system
- 58% of residents received a free copy of the Bromsgrove Advertiser and 58% the Bromsgrove Standard
- Over one third (37%) had used the Customer Service Centre, 1 in 5 of them (20%) for General Information on Council Services
- 71% felt it was important for the service to be located in the town centre
- 71% found accessing the Customer Service Centre easy
- Two thirds (65%) were satisfied with the service they received
- About half (52%) felt that appropriate action would be taken as a result of their query
- Three quarters (72%) would recommend the use of the centre to a friend
- 37% of respondents were satisfied with the number of times their roads were swept, and 37% that areas of public open space were clean
- 88% felt fly tipping to be a problem in the District
- 1 in 5 (20%) felt that fly tipping was promptly removed when reported
- 7 out of 10 (69%) were satisfied with the Refuse Collection Service
- 4 in 5 (81%) used any of the Council's recycling facilities and 83% were satisfied with the standard of service
- 8 out of 10 (80%) recycled kitchen waste

- Three quarters (75%) were aware that the Council operated a scheme selling discounted compost bins
- Two thirds (67%) supported the decision to suspend green waste collection service during winter and half of respondents (49%) felt the service should run throughout the year
- Half of respondents (50%) visited Bromsgrove town centre at least once a week
- Two thirds (67%) suggested that an improved range of specialist shops would encourage them to visit the town centre more often and 62% wanted Improved car parking
- Almost two thirds (63%) of respondents no longer use the Dolphin Centre
- Over half of those (55%) who used the Dolphin Centre were satisfied with the facilities
- 56% of respondents were satisfied with the overall quality of car parks and with their safety and lighting
- One fifth (21%) use local public bus transport, 70% of those for social reasons
- 44% of users are dissatisfied with standard of the bus station
- One third (35%) use the local rail station, two thirds of them (66%) for social reasons
- 41% of users are dissatisfied with the standard of the rail station
- 9 out of 10 (90%) do not use public transport for reasons of convenience and three quarters (74%) because of timetabling issues
- Almost half (46%) of respondents were aware that the Council supports the Artrix by making £120,000 per year of funding available
- 4 in 10 (41%) were aware that the Council funds the Street Theatre programme at a cost of £25,000
- 46% were aware that the Council funds the annual Bonfire night at a cost of £30,000
- One quarter (25%) of respondents would be prepared to contribute towards the cost of staging the Bonfire
- Three quarter of respondents (75%) were interested in parks and open space and two thirds (67%) in Libraries
- 71% were satisfied with parks and open spaces and 69% with libraries
- 47% were satisfied with the overall range of entertainment offered at the Artrix, just 6% being dissatisfied as a further 47% were undecided
- 36% expressed overall satisfaction with the Council, 26% being dissatisfied and a further 36% were undecided

2 INTRODUCTION

Bromsgrove District Council commissioned Snap SurveyShop to assist with their Customer Panel Survey 2007. This report contains the research findings. The purpose of the survey was to seek residents' assistance in improving the local area and the services provided by the Council and to ensure the right services are delivered at the right times.

2.1 Methodology

BDC and Snap SurveyShop conducted a series of 5 Focus Groups with local residents to inform the questionnaire to be used for the survey. On 6th June 2007, 1,600 questionnaires were mailed to the Customer Panel, recruited via Best Value General, Benefits and Planning surveys, members from the existing panel and boosted with a random sample from the Post Office small users address file. The survey closed on 29th June, by which time a total of 438 responses had been received.

2.2 Analysis of results

Figures in this report are generally calculated as a proportion of respondents who answered each question – that is, excluding No Reply and Don't Know. Results to all rating scale questions are based only on those giving an opinion.

2.3 Structure of this report

The main body of the report is divided into the following sections, which look at the survey results in detail:

- Demographics
- Service Delivery
- Future of the District (Community Strategy)
- Council Priorities
- Finding out about the Council
- Street Scene and Waste Management: Street Cleansing
- Street Scene and Waste Management: Refuse Collection
- Street Scene and Waste Management: Recycling Waste
- Town Centre
- Transport
- Cultural and Recreational Activities and Venue
- The Council Experience

The appendix contains a copy of the questionnaire, listings of respondents' comments and a full set of data tabulations.

3 DEMOGRAPHICS

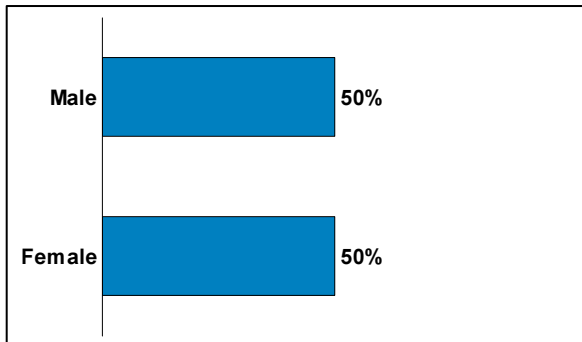
3.1 Introduction

This section of the report profiles respondents by gender, age, tenure, employment, disability and ethnicity

3.2 Gender and Age

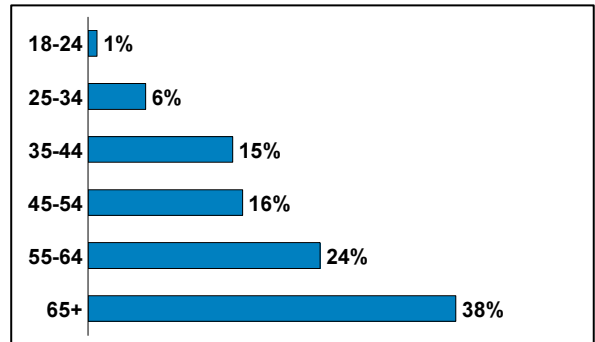
Responses were split equally between males (50%) and females (50%). 22% of respondents were under 45, 40% in the 45-64 age group and 38% were 65+.

Gender



Base: All respondents (433)

Age

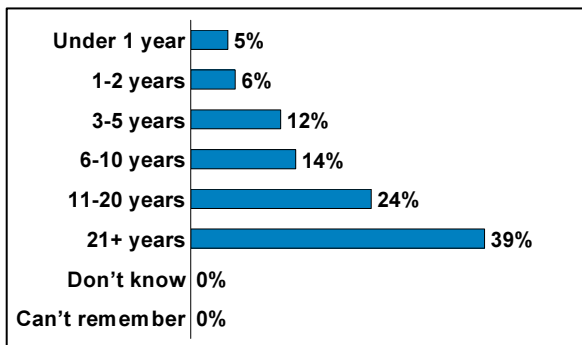


Base: All respondents (392)

3.3 Length of time at current address

23% of respondents had been living at their current address for up to 5 years, 38% for 6 to 20 years and 39% for 21 years or more.

Length of time at current address

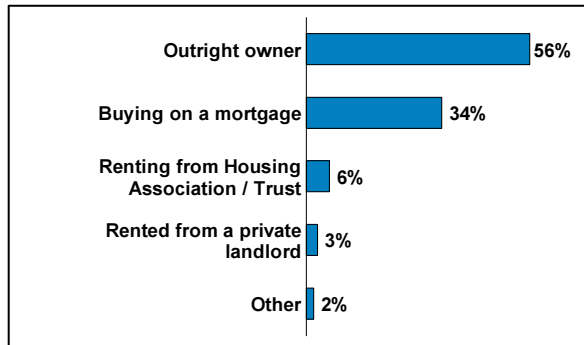


Base: All respondents (428)

3.4 Tenure

Over half (56%) owned their homes outright and one third (34%) were buying on a mortgage. A further 6% were renting from a Housing Association/Trust and 3% from a private landlord.

Tenure

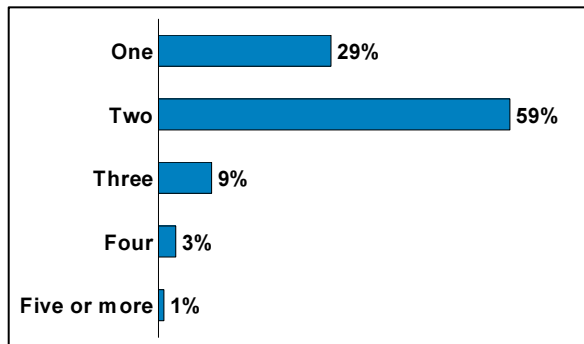


Base: All respondents (431)

3.5 Household composition

3 out of 10 households (29%) had 1 adult occupant, twice as many (59%) having 2 adults.

Household composition

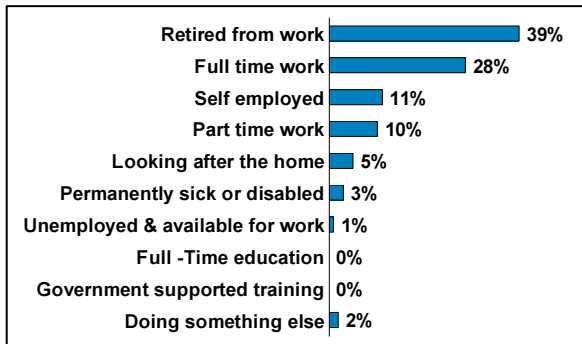


Base: All respondents (428)

3.6 Employment status

39% were retired from work, 28% in full time employment, 11% self employed and 10 % working part time.

Employment status

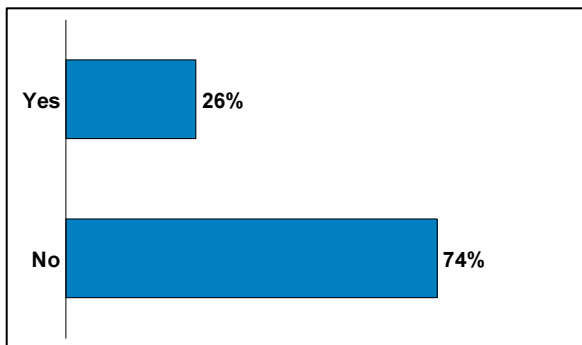


Base: All respondents (429)

3.7 Disability

One quarter (26%) had a long standing illness, disability or infirmity.

Long standing illness, disability of infirmity

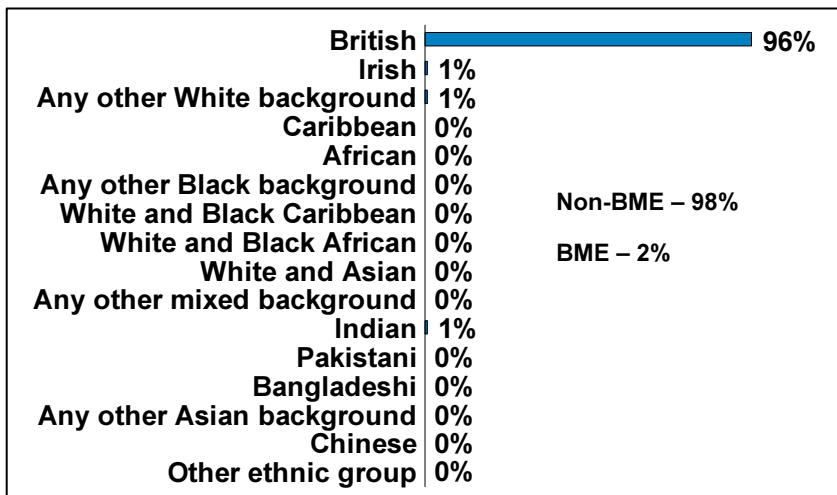


Base: All respondents (425)

3.8 Ethnicity

The vast majority of respondents (98%) were from a white background.

Ethnicity



Base: All respondents (435)

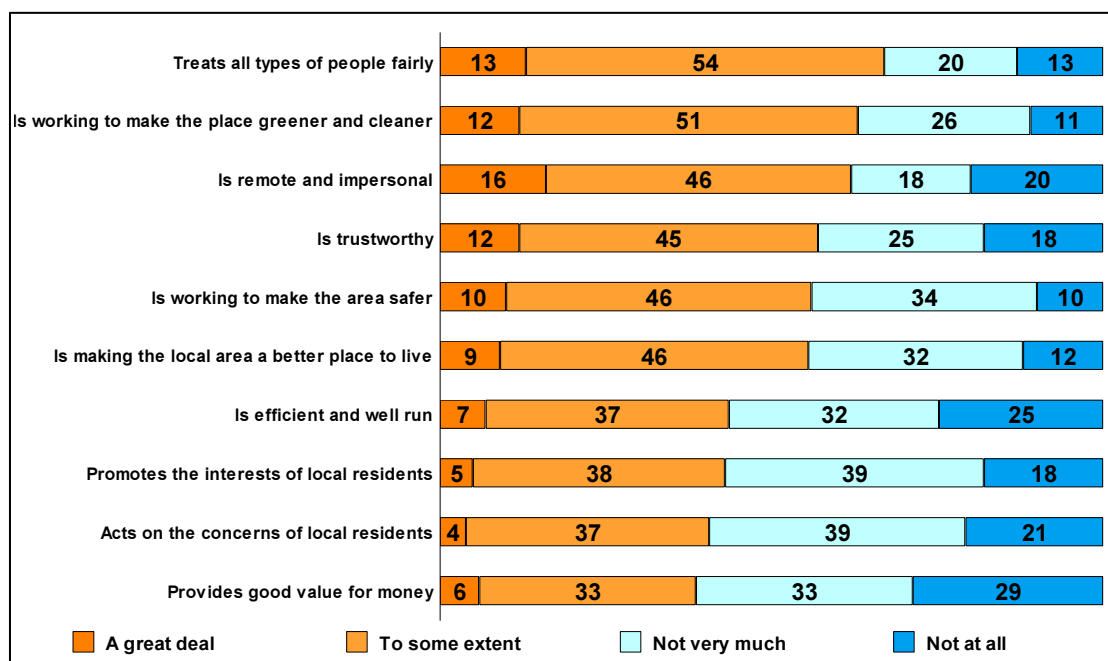
4 SERVICE DELIVERY

4.1 Introduction

This section of the report looks at residents' views towards levels of service being delivered by Bromsgrove District Council and the Council's image.

4.2 Service delivery and image

Bromsgrove District Council...



Base: All respondents (300~414)

Of those who expressed an opinion, two thirds (67%) felt that BDC treated all types of people fairly, with little variation across demographics.

Two thirds (63%) also agreed that BDC is working to make the place greener and cleaner, falling to 57% in males and the 55 or older age group and rising to 69% in females and 75% in the 35 to 54 age group.

61% felt BDC to be remote and impersonal, rising to 68% in under 35s.

Over half (57%) of respondents thought Bromsgrove District Council was trustworthy, less so by males (52%), under 35s (50%) and those working (49%).

A similar number (56%) felt BDC is working to make the area safer, varying from 45% in males to 67% in females, and 49% amongst those working to 61% amongst those not working.

Over half (55%) felt Bromsgrove District Council is making the local area a better place to live. Agreement amongst males was 49% and 62% amongst females.

43% felt the Council to be efficient and well run, rising to 50% in females and 62% in the under 35s.

4 out of 10 (43%) felt BDC promoted the interests of local residents, rising to 61% in the under 35s.

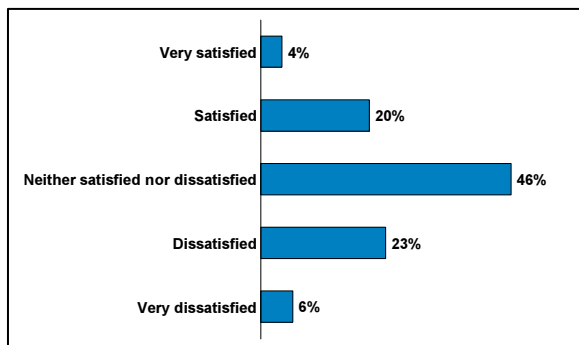
41% that it acted on their concerns, falling to 37% in those working, 35% in under 35s and 33% in males.

38% that it provided good value for money, rising to 43% amongst those not working and 44% amongst females.

4.3 Listening to the views of the local community

One quarter (24%) were satisfied that the Council was doing all it could to listen to the views of the local community, slightly more (29%) being dissatisfied with 46% being undecided. Satisfaction was lowest amongst the under 35s (13%).

Satisfaction that the Council is doing all it can to listen to the views of the local community



Base: All respondents (431)

4.4 Other methods of consultation

When asked for suggestions for other methods of consultation which the council could use, Email and face-to-face were popular ideas.

Email consultation and questionnaires - more cost effective than writing to everyone - in line with E-government vision and policy.

Email local events, meetings, and participation group dates.

Email newsletters.

E-mail, written opinions could be sought.

Email.

Face to face.

Forums for locals, talks and meetings on Council activity Question Time for residents and locals.

Forums where residents can talk to and ask Council Officer questions.

Get down to basics - send officer out to investigate problems.

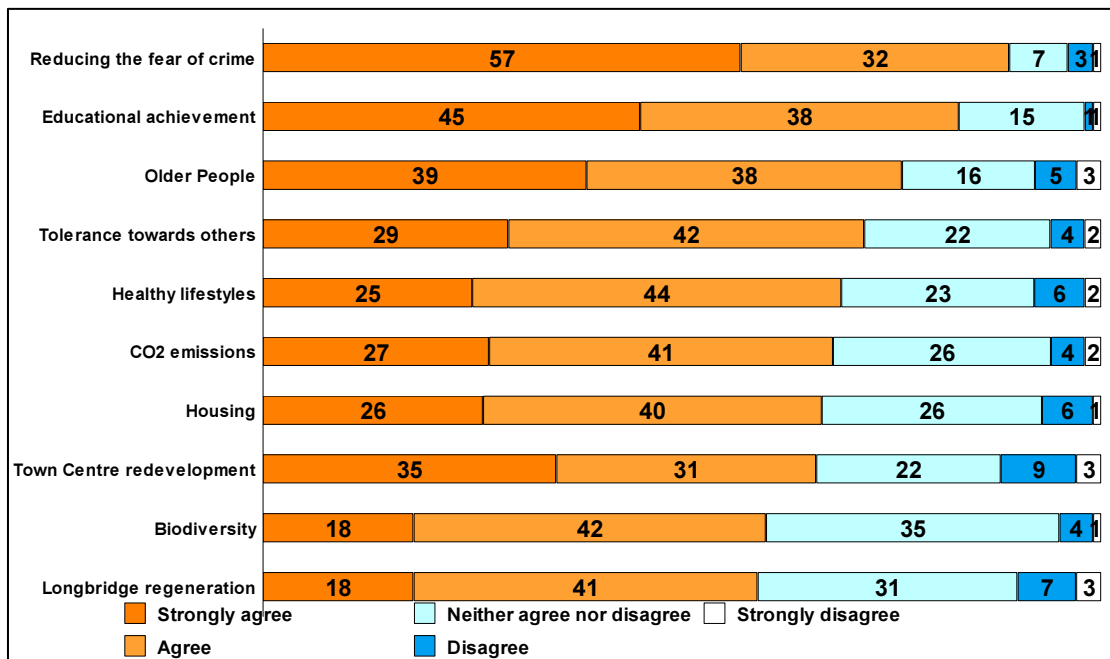
5 FUTURE OF THE DISTRICT (COMMUNITY STRATEGY)

5.1 Introduction

This section of the report looks at residents agreement with priorities which have been identified by Bromsgrove District Council and other public organisations (such as the police, health services and housing trust) to improve the quality of life for the people of the District.

5.2 Agreement with priorities

Agreement with priorities selected



Base: All respondents (384~426)

9 out of 10 (89%) agreed that reducing the fear of crime should be a priority.

Educational achievement met with agreement from 83%, rising to 97% in the under 35s.

76% felt that older people should be a priority, 85% amongst females.

Tolerance towards others was a priority for 71% of respondents, 65% amongst males and 78% amongst females.

Overall 69% felt the Council and its partners should prioritise healthy lifestyles, 83% in under 35s.

CO₂ emissions were a priority for 68%, ranging from 58% in males to 78% in females, and 77% in under 35s to 65% in the 55 or older age group.

For two thirds of respondents (66%), housing was a priority, 58% amongst males and 74% amongst females.

65% felt town centre redevelopment should be a priority, varying from 57% in males to 74% in females.

3 in 5 (60%) agreed that biodiversity should be prioritised, rising to 66% in females and under 35s.

Longbridge regeneration was a priority for 58%.

5.3 Other priorities

Suggestion for other priorities were invited, more policing, car parking, litter and public transport being common concerns.

Bring back free parking for older people. Most do not use other facilities provided for younger people and the parking fees restrict visits to the town.

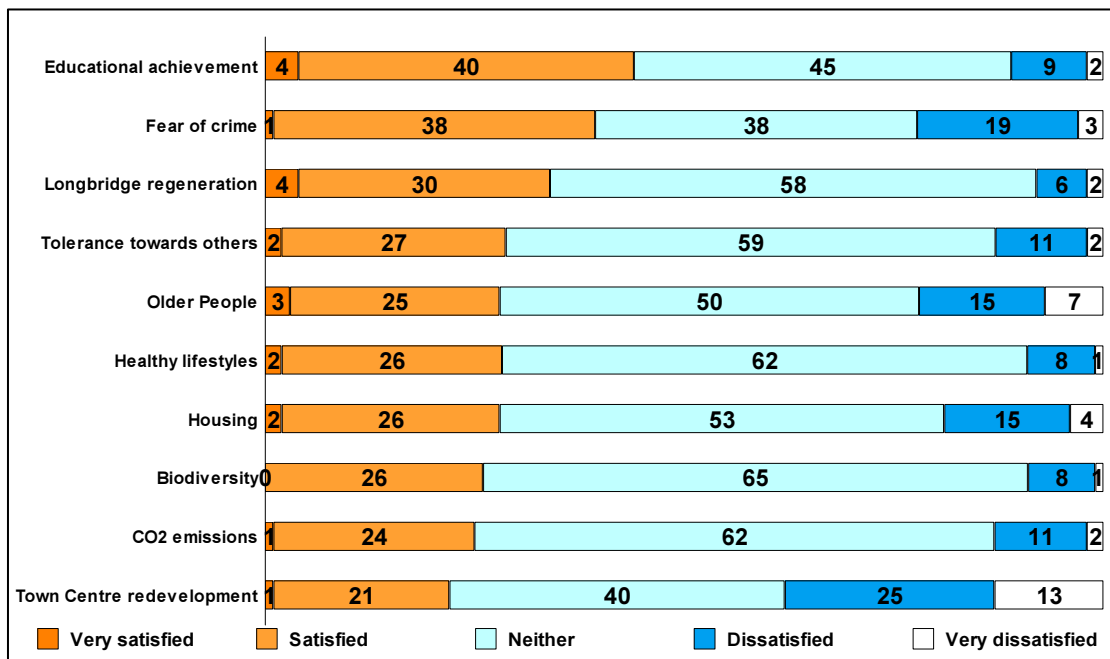
Do not see many police and when you do they are not helpful.

Improving public transport provision.

Public transport improved and more policing Reducing litter and dumping of rubbish.

5.4 Progress towards achieving priorities

Performance towards achieving priorities



Base: All respondents (372~408)

44% were satisfied with performance towards achieving priorities with regard to educational achievement and 40% with fear of crime, there being little variation by demographics.

One third (34%) were satisfied with performance regarding Longbridge regeneration and 3 in 10 (29%) regarding tolerance towards others, 24% in males, under 35s and workers, 23% in the 35-54 age group.

28% were satisfied with progress regarding older people, falling to 23% in males, 22% in workers and 21% in the 35 to 54 age group.

Healthy lifestyles was also satisfactory for 28%. Satisfaction was once again low in the 35 to 54 age group (22%) and amongst those working (18%).

18% amongst those working were satisfied with regard to biodiversity, compared to 26% overall.

One quarter of respondents (35%) were satisfied with performance towards achieving CO₂ emissions, 21% in males, 18% in workers and 17% in under 35s.

Town centre redevelopment was satisfactory for 22% overall, 15% in males and 27% in females, 17% in those working and 26% in those not working.

5.5 Concerns about performance

When given the opportunity to voice concerns about performance, a frequently raised issue was the lack of visible progress.

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

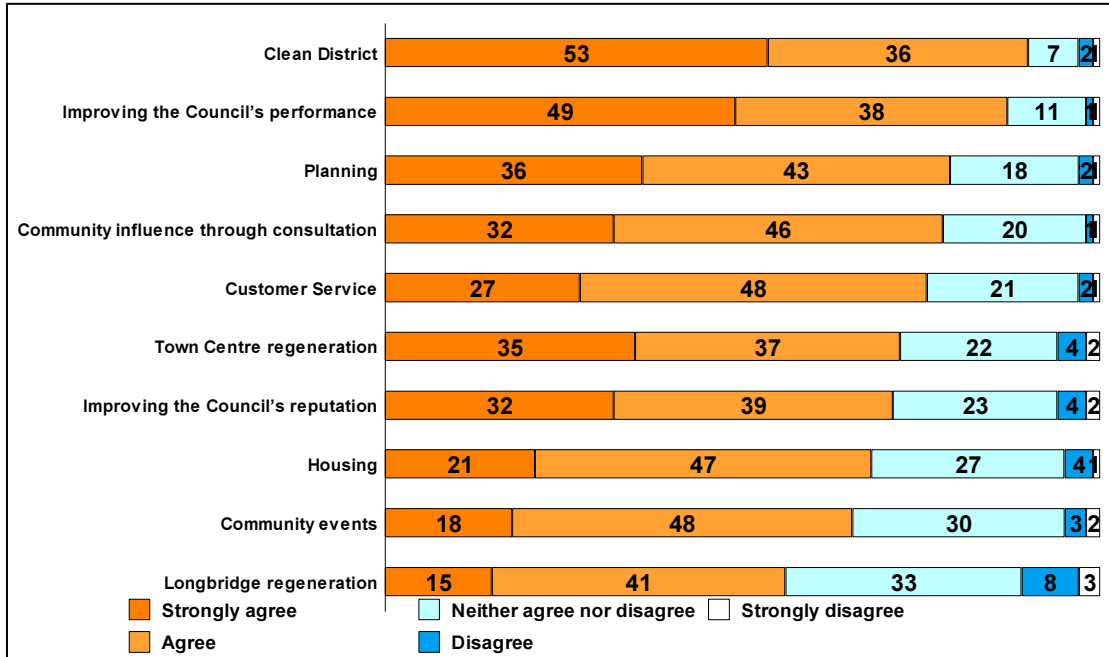
6 COUNCIL PRIORITIES

6.1 Introduction

This section of the report looks at residents' agreement with and the Council's performance towards achieving Community Strategy priorities identified through a number of focus groups.

6.2 Agreement with priorities selected

Agreement with priorities selected



Base: All respondents (388~408)

With regard to Community Strategy, 89% felt that a Clean District should be a priority and 87% Improving the Council's Performance with little variation across demographics.

4 out of 5 (79%) agreed that Planning should be a priority, dropping to 60% in under 35s.

78% saw Community influence through consultation as a priority, and 76% agreed with Customer Service, falling to 60% in under 35s.

Town Centre regeneration was a priority for 72%, 67% in males and under 35s, and 77% in females.

71% saw Improving the Council's reputation as a priority, dropping to 60% in under 35s.

Housing was a priority for 68% overall, 58% in males and 78% in females, and 62% in under 35s.

Two thirds (66%) saw Community events as a priority, 57% in males and 75% in females, and 56% agreed that Longbridge regeneration should be a priority.

6.3 Other priorities

When asked what other priorities the Council should have, crime was mentioned, as was waste and recycling, and attention to areas of the District other than Bromsgrove town.

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

Tough on crime

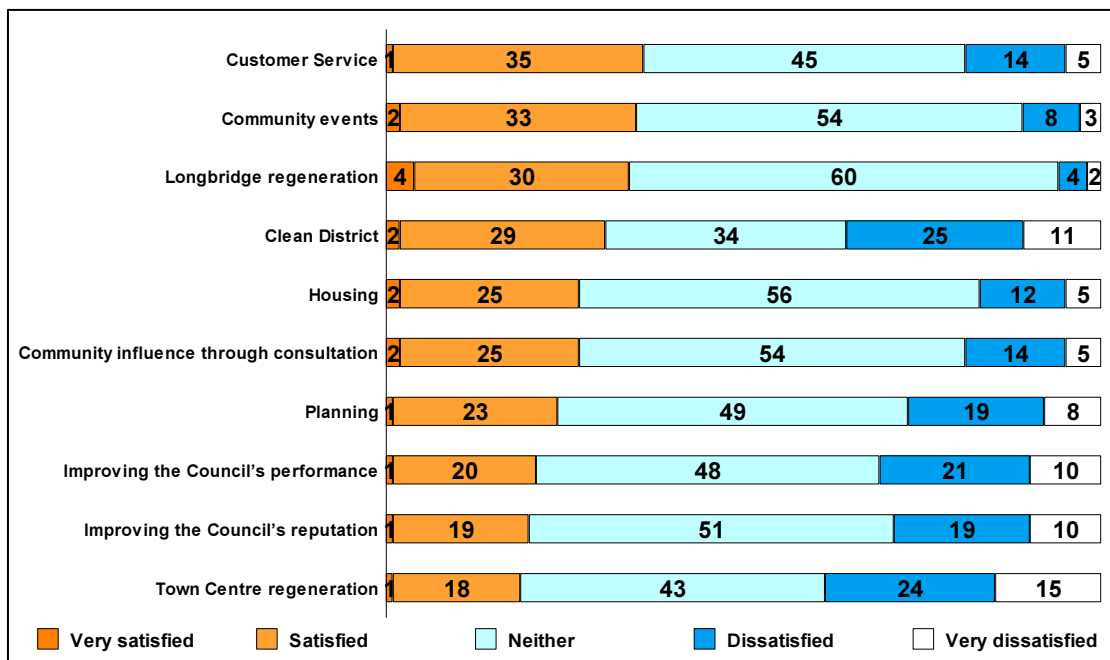
More attention given to outlying parts of the area, not just Bromsgrove area

Refuse is still an issue

Rubbish collection, more road sweepers

6.4 Progress towards achieving priorities

Progress towards achieving priorities



Base: All respondents (377~392)

36% were satisfied with the Council's performance towards achieving its priorities with regard to Customer Service, rising to 41% in under 35s and falling to 27% in the 35 to 54 age group.

35% were satisfied with Community Events, 26% amongst males and 44% amongst females, and 28% amongst those working compared to 42% amongst those not.

One third (34%) were satisfied with the progress towards Longbridge regeneration with little variation across demographics.

30% were satisfied with performance regarding making Bromsgrove a Clean District, varying from 25% in males, 35s to 54s and workers to 35% in females, 36% in non workers and 45% in under 35s.

27% were satisfied with Housing, 20% in workers, 21% in males and 35s to 54s, and 33% in females, 34% in non workers and 38% in under 35s.

27% were satisfied with Community Influence through Consultation, and 24% with Planning, falling to 18% in workers and 20% in males and 35s to 54s, and rising to 30% in non workers and 31% in under 35s.

7 FINDING OUT ABOUT THE COUNCIL

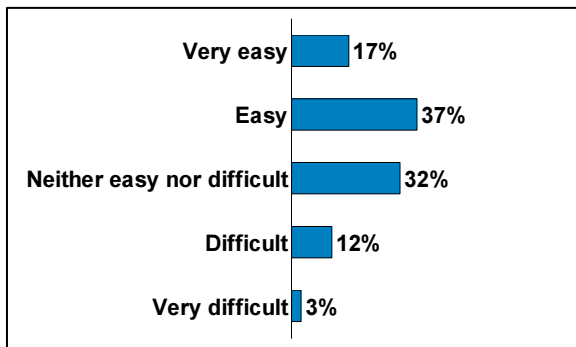
7.1 Introduction

This section of the report looks at the Council's way of "getting the message across to its residents and enabling residents to contact the Council.

7.2 Ease of contacting the Council

Over half (54%) found it easy to contact the Council. Ease dropped to 47% in males and under 35s, rising to 58% in the 55 or older age group and 59% in females.

Ease of contacting the Council

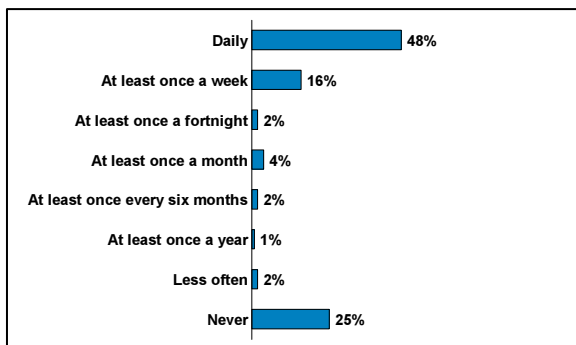


Base: All respondents (420)

7.3 Frequency of internet use

About half (48%) used the internet on a daily basis and a further 16% at least once a week. One quarter (25%) never used the internet, varying from 6% amongst those working and 3% in under 35s, to 39% in the 55 or older age group and 45% in those not working.

Frequency of internet use

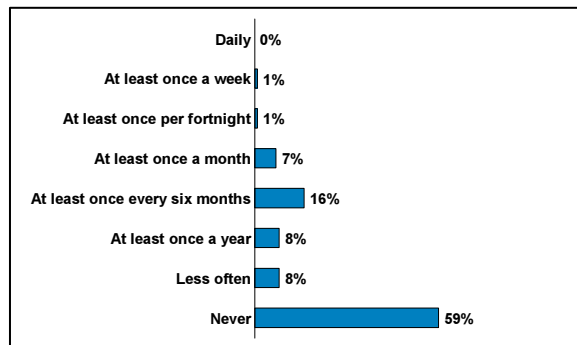


Base: All respondents (416)

7.4 Frequency of visiting BDC's website

2 out of 5 residents (41%) had visited BDC's website. Two thirds (66%) of those in the 35 to 54 age group had visited the website, but only 29% in the 55 or overs and 26% amongst those not working.

Frequency of visiting BDC's website

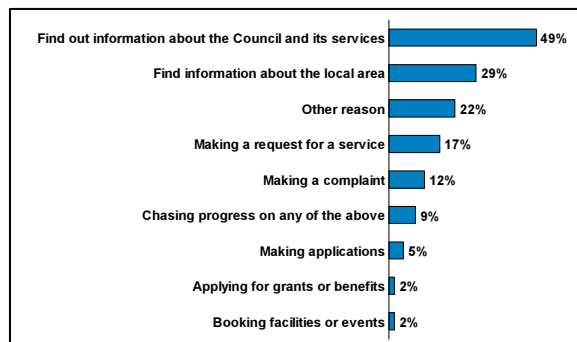


Base: All respondents (414)

7.5 Reason for visiting the Council's website

Half of those who did visit the website (51%) did so to find information about the Council and its services, ranging from 38% in under 35s to 60% in 35 to 54s. A third (34%) had visited the website to find information about the local area.

Frequency of visiting BDC's website



Base: All who had visited BDC's website in the last year (136)

7.6 Recall of Together Bromsgrove

Half of respondents (49%) remembered receiving Together Bromsgrove and half (51%) did not. Recall was higher amongst males (55%) than amongst females (42%), and in the 55 or older age group (54%) than in the under 35 age group (27%), and amongst those not working (57%) than amongst workers (40%).

Can you remember receiving the magazine?



Base: All respondents (426)

7.7 Suggested items for Together Bromsgrove

Item suggested for inclusion in Together Bromsgrove included articles with less "spin", notice of upcoming events and publication of performance indicators.

Articles written by residents and not covered in spin

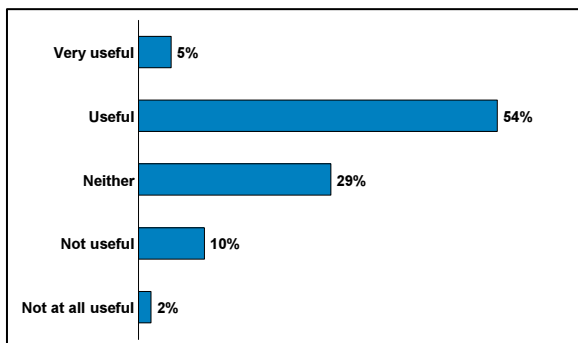
Dates for significant meetings and invites if appropriate. School league tables

Performance indicators compared with other authorities and additional quality control performance indicators for each department

7.8 Usefulness of Together Bromsgrove

Of those who read or received Together Bromsgrove, 6 out of 10 (59%) found the information to be useful. Lower levels of usefulness were returned by males (50%), workers (47%) and under 35s (40%), and higher levels from 35 to 54s (64%), non workers (67%) and females (71%).

Usefulness of Together Bromsgrove?

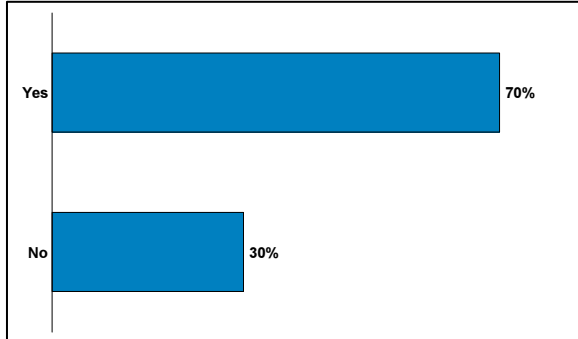


Base: All who read/received Together Bromsgrove (214)

7.9 Recall of council tax leaflet

7 out of 10 (70%) remembered receiving the council tax leaflet, varying from 60% in under 35s to 74% in the 55 or older age group.

Do you remember receiving the leaflet?



Base: All respondents (427)

7.10 Other information in council tax leaflet

Residents were keen for more information on what council tax is used for, how bands are set and on measuring the Council's performance.

How our Council Tax is being used

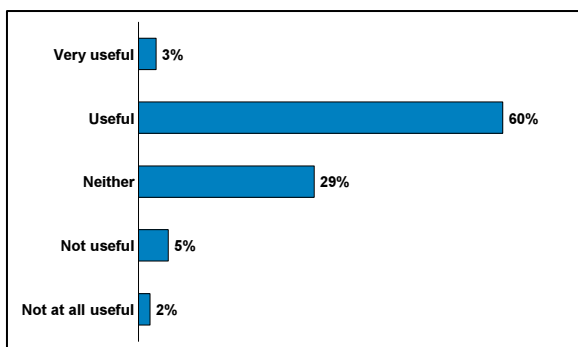
How property bands are fixed

Performance against other Councils

7.11 Usefulness of information in council tax leaflet

63% of those who read or receive the council tax leaflet found the information to be useful, 57% in males and 71% in females, and 58% in workers compared to 68% in non workers.

Usefulness of information in council tax leaflet?



Base: All who read/received the council tax leaflet (291)

7.12 Awareness of text messaging and email alert system

Only 7% were aware of the text messaging and email alert system.

Are you aware of the service?

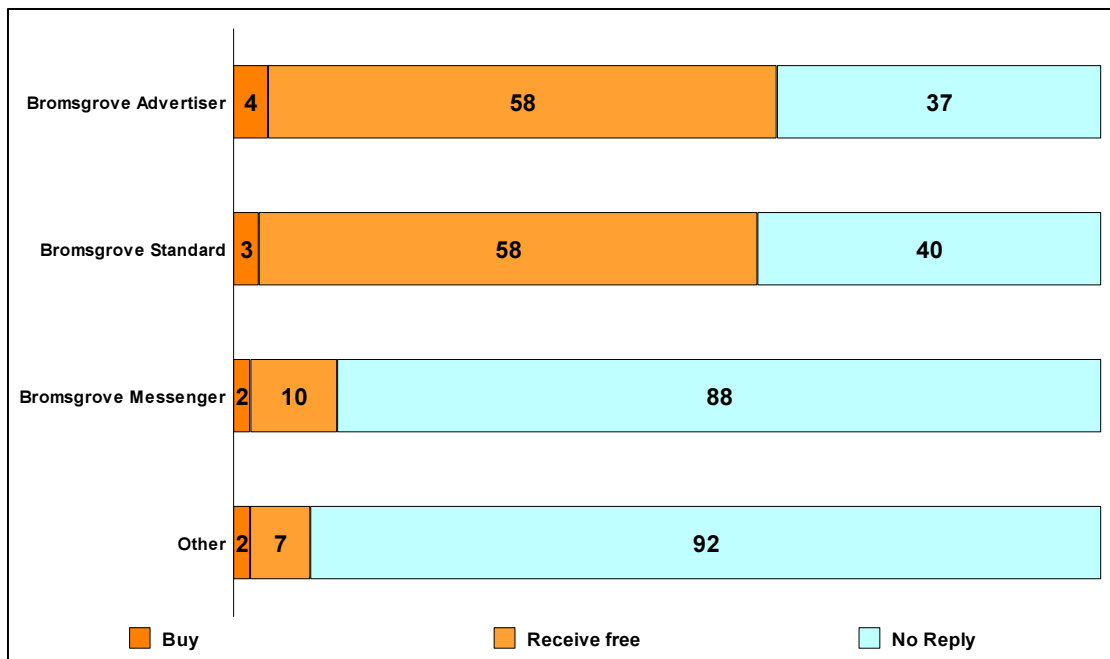


Base: All respondents (418)

7.13 Receipt of local newspapers

58% of residents received a free copy of the Bromsgrove Advertiser and 58% the Bromsgrove Standard.

Receipt of local newspapers?



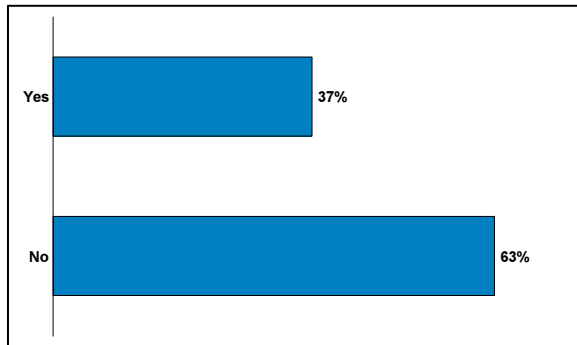
Base: All respondents (438)

The Bromsgrove Advertiser is received free by 77% of under 35s, The Bromsgrove Standard being received free by 65% in the 35 to 54 age group and by 67% of under 35s.

7.14 Use of Customer Service Centre

Over one third (37%) had used the Customer Service Centre, varying from 28% amongst workers and 23% amongst 35s to 45% in 55 or older and 46% in non workers.

Receipt of local newspapers?

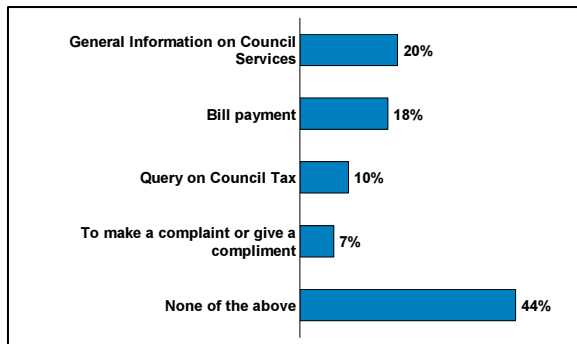


Base: All respondents (428)

7.15 Reason for visiting Customer Service Centre

1 in 5 of visitors (20%) were there for General Information on Council Services, rising to 44% in under 35s. 18% visited for Bill payment, varying from 26% in males to 10% in females, and 11% in under 35s to 22% in the 55 or older age group. Overall, 7% visited to make a complaint or give a compliment ranging from 2% in non workers to 16% in workers.

Reason for visiting Customer Service Centre?

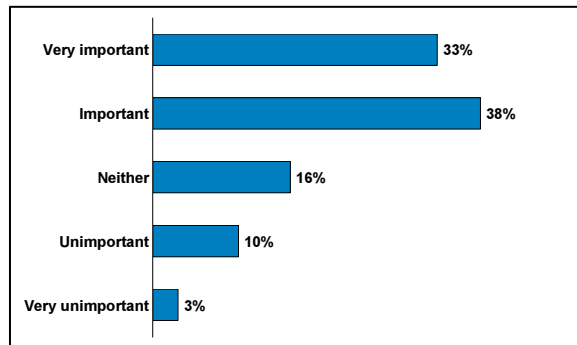


Base: All who had visited the Centre (149)

7.16 Importance of town centre location

71% felt it was important for the service to be located in the town centre. The location was less important for males and workers (63%) and under 35s (61%), and higher for the 55 or older age group (75%), non workers (78%) and females (79%).

Importance of town centre location?

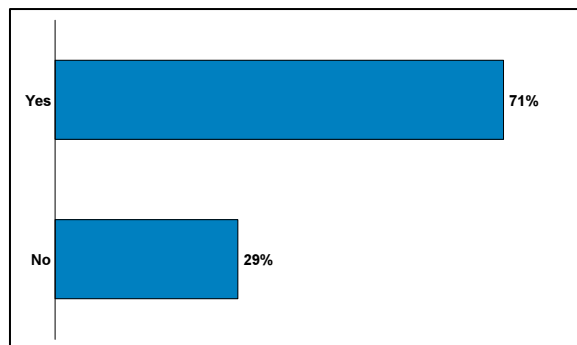


Base: All respondents (387)

7.17 Ease of accessing the Customer Service Centre

71% found accessing the Customer Service Centre easy. Less than half (47%) of under 35s found access easy, compared to three quarters (76%) of those in the 55 or older age group. Ease of access varied by working status too, 61% of workers finding access to be easy compared to 79% of non workers.

Do you find the Customer Service Centre easy to access?

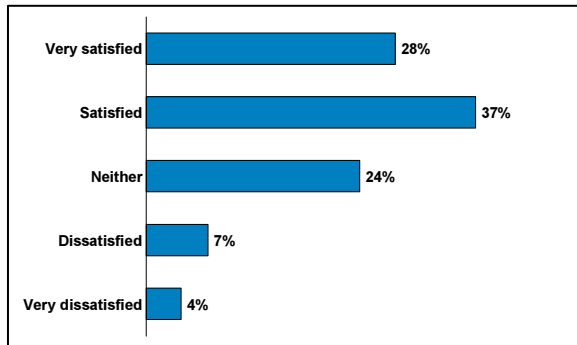


Base: All respondents (263)

7.18 Satisfaction with service received

Two thirds (65%) were satisfied with the service they received. Satisfaction varied from 58% in males to 73% in females, 49% in 35 to 54s to 71% in 55 or older and 53% in workers to 73% in non workers.

Satisfaction with service received

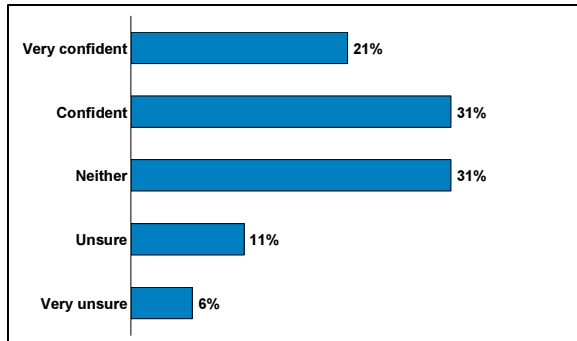


Base: All respondents (215)

7.19 Confidence that appropriate action was taken

About half (52%) felt that appropriate action would be taken as a result of their query. Confidence was lower in the 35 to 54 age group (42%) and in workers (44%).

Confidence that appropriate action was taken

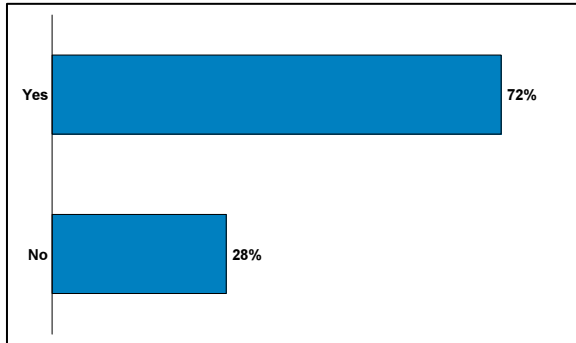


Base: All respondents (188)

7.20 Recommending the use of the Centre

Three quarters (72%) would recommend the use of the Centre to a friend, ranging from 68% in males to 78% in females, and 65% in 35 to 54 to 91% in under 35s.

Would you recommend the use of the Customer Service Centre to a friend?



Base: All respondents (210)

8 STREET SCENE AND WASTE MANAGEMENT: STREET CLEANSING

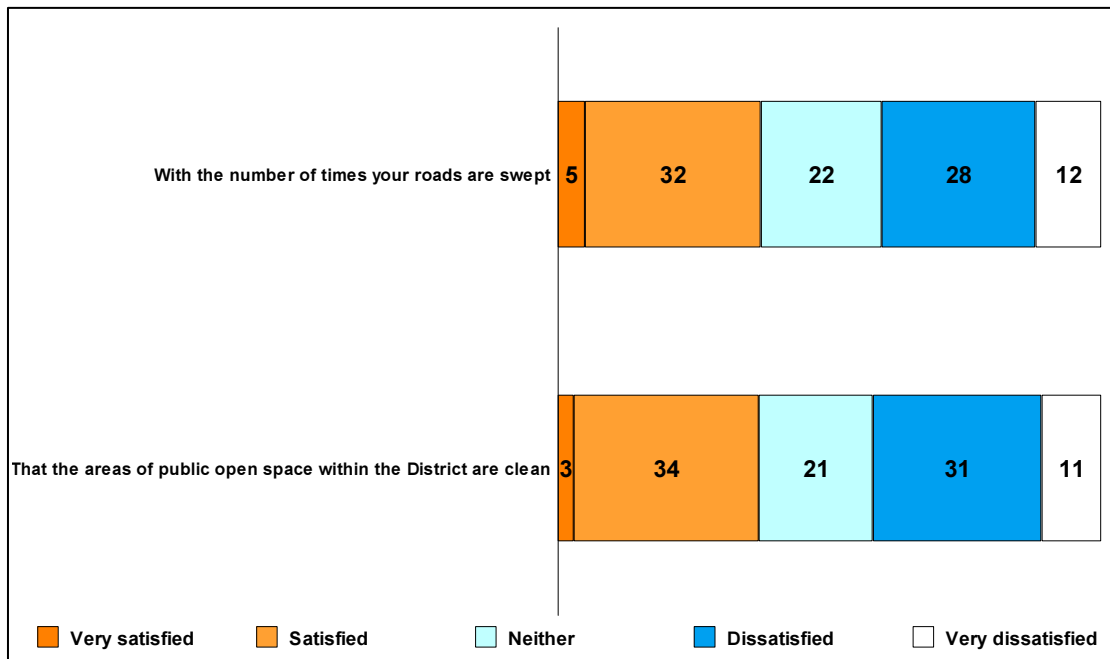
8.1 Introduction

This section of the report looks at satisfaction with frequency of road sweeping, and cleanliness of areas of public open space in the District, as well as problems associated with fly tipping.

8.2 Road sweeping and cleanliness of public open spaces

37% of respondents were satisfied with the number of times their roads were swept, and 37% that areas of public open space were clean.

Satisfaction with frequency of road sweeping and cleanliness of areas of public open space



Base: All respondents (402~423)

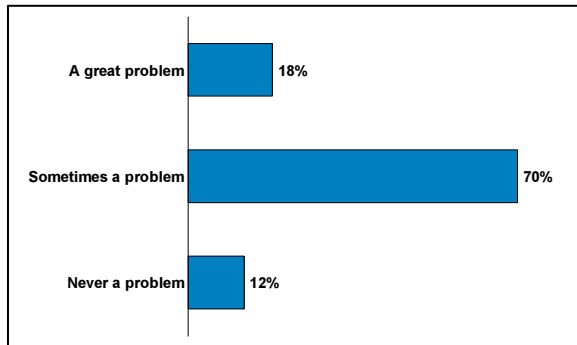
Satisfaction with road sweeping varied little by gender or working status, but ranged from one third (33%) in the 35 to 54 age group to half (50%) in the under 35s.

Satisfaction with the cleanliness of public open spaces also varied little by gender or working status, once again being one third (33%) in the 35 to 54 age group, rising to two thirds (67%) in under 35s.

8.3 Severity of fly tipping as a problem in the District?

88% felt fly tipping to be a problem in the District, 70% feeling it was sometimes a problem and 18% a great problem. 12% of respondents felt that fly tipping was never a problem, rising to 20% in under 35s.

Is fly tipping a problem in the District?

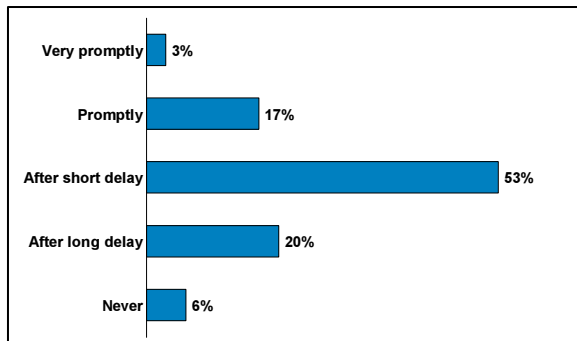


Base: All respondents (409)

8.4 Promptness with which fly tipping is removed

1 in 5 (20%) felt that fly tipping was promptly removed when reported, rising to 24% in females and 36% in under 35s. A further 53% overall felt that fly tipping was removed after a short delay.

Is fly tipping promptly removed when reported?



Base: All respondents (240)

9 STREET SCENE AND WASTE MANAGEMENT: REFUSE COLLECTION

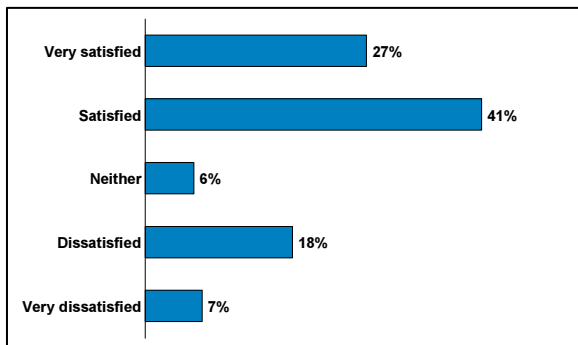
9.1 Introduction

This section of the report looks at residents' satisfaction with the refuse collection service.

9.2 Satisfaction with the refuse collection service

7 out of 10 (69%) were satisfied with the Refuse Collection Service, ranging from half (50%) of under 35s to three quarters (75%) in the 55 or older age group, and from 63% in workers to 75% in non workers.

Satisfaction with the refuse collection service



Base: All respondents (428)

9.3 Reasons for dissatisfaction with the service

Weekly rather than fortnightly collection of domestic refuse, especially during the summer months was a commonly stated reason for dissatisfaction. Residents felt that collection of green waste should be continued throughout the winter, or at least resume earlier in the season and collected weekly in the summer. The service levels of binmen was also raised.

Bin men very careless when collecting refuse, they leave a trail of rubbish behind them, and do not make any attempt to pick any up

Bins are not replaced by my house. Litter is often left. Collections take place too early, so bins have to be put out the night before and are vandalised

Bins full in one week, maggots in food waste bags, smelly in summer!

Excellent scheme ruined by abandonment of year round green bin collection

Fortnightly rubbish collection too long to wait, bring back weekly and green bins earlier. The garden season is longer than the bin collection times

Green bin collection restarted too late into the growing season, needs to be 6 weeks earlier. Grey bins need to be emptied every week.

Green bin collection stopped in the winter, would welcome weekly green collection in summer

I think two weekly collections of household refuse is not enough, particularly in summer.

10 STREET SCENE AND WASTE MANAGEMENT: RECYCLING WASTE

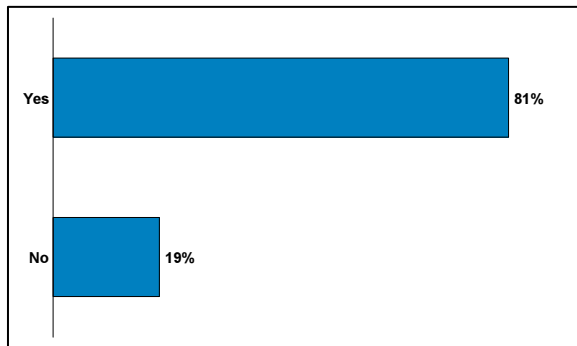
10.1 Introduction

This section of the report looks at residents' use of and satisfaction with the Council's recycling facilities.

10.2 Use of the Council's recycling facilities

4 in 5 (81%) used any of the Council's recycling facilities, with little variation by demographic group.

Do you use any of the Council's recycling facilities?

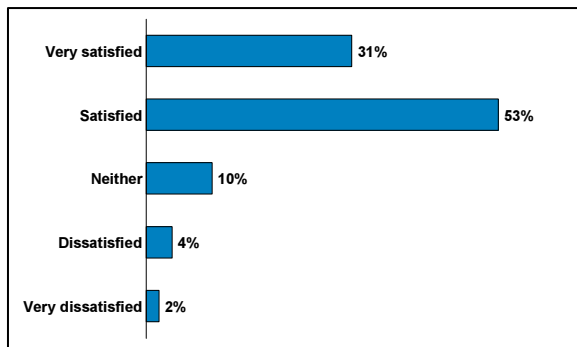


Base: All respondents (424)

10.3 Satisfaction with standard of service received

83% were satisfied with the standard of service received, with little variation across demographics, though "falling" to 78% in under 35s.

Satisfaction with the standard of service received

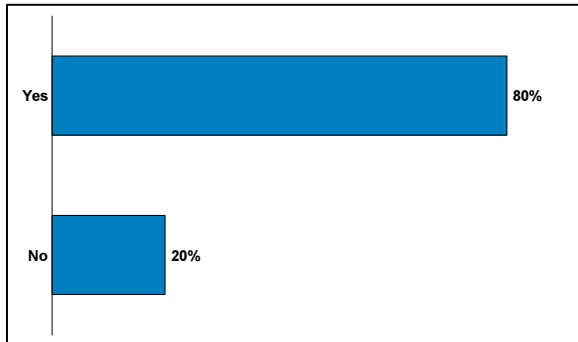


Base: All who had used the Council's recycling facilities (337)

10.4 Recycling kitchen or garden waste

8 out of 10 (80%) recycled kitchen waste, with little variation across demographics.

Do you currently re-cycle kitchen or garden waste?

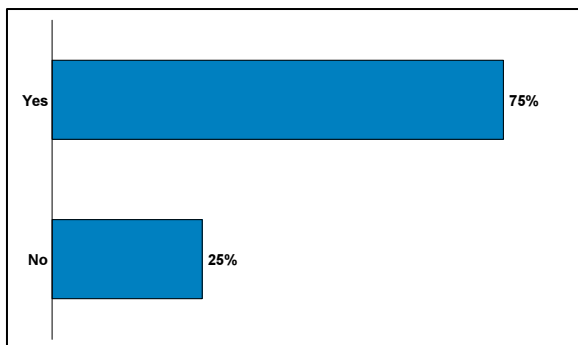


Base: All respondents (417)

10.5 Awareness of discounted compost bin scheme

Three quarters (75%) were aware that the Council operated a scheme selling compost bins at discounted rates to help with the disposal of bulky garden/kitchen waste. Levels of awareness were consistent across all demographics except for in under 35s where it dropped to 53%.

Are you aware of the discounted compost bin scheme?



Base: All respondents (419)

10.6 Additional facilities

Facilities for recycling cardboard were frequently suggested, as well as requests for information on how to recycle and the recycling process.

Information on how it is recycled!

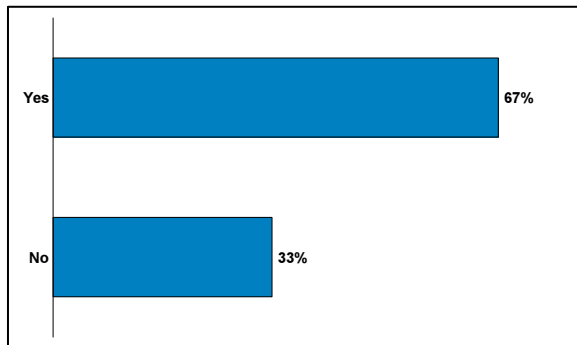
Information on how to recycle and what I can do at home to help the environment.

Large cardboard collection

10.7 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.

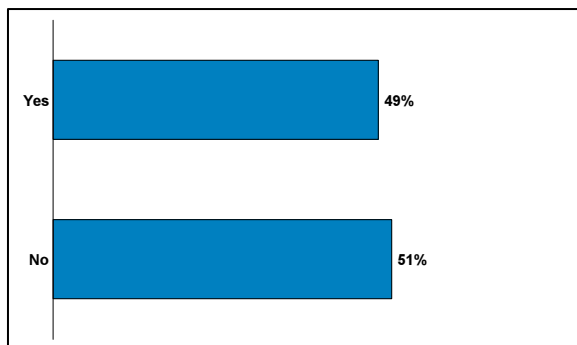
Do you support the decision to suspend winter green waste collection?



Base: All respondents (405)

Half of respondents (49%) felt the service should run throughout the year, with no real variation by demographics.

Would you prefer the service to operate throughout the year?



Base: All respondents (388)

11 TOWN CENTRE

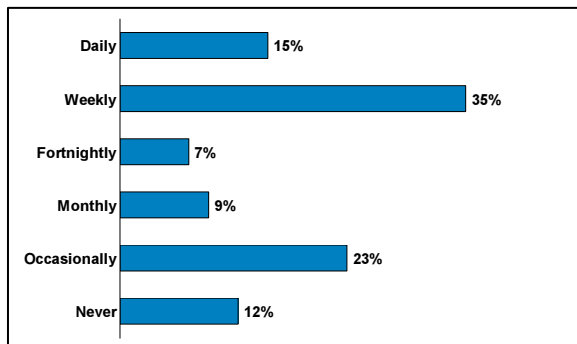
11.1 Introduction

This section of the report looks at residents' frequency of visiting Bromsgrove town centre and what would encourage them to do so more often. It also looks at usage of and satisfaction with the Dolphin Sports and Leisure Complex.

11.2 Frequency of visiting Bromsgrove town centre

Half of respondents (50%) visited Bromsgrove town centre at least once a week, the lowest usage being 38% in the 35 to 54 age group.

How often do you visit Bromsgrove town centre?



Base: All respondents (426)

11.3 Reasons for not visiting Bromsgrove town centre

Many residents do not visit Bromsgrove town centre because they have other closer/more convenient alternatives. Car parking and public transport were also issues as well as the depressing nature of the town/lack of "interest" and the presence of youths.

Because we live eight miles away and there are at least three more convenient centres

It's too far away, and does not have easy access of parking

No public transport to get there

Not many shops to visit

Not my nearest town centre, I am closer to Kidderminster, Stourbridge or Merry Hill for shops

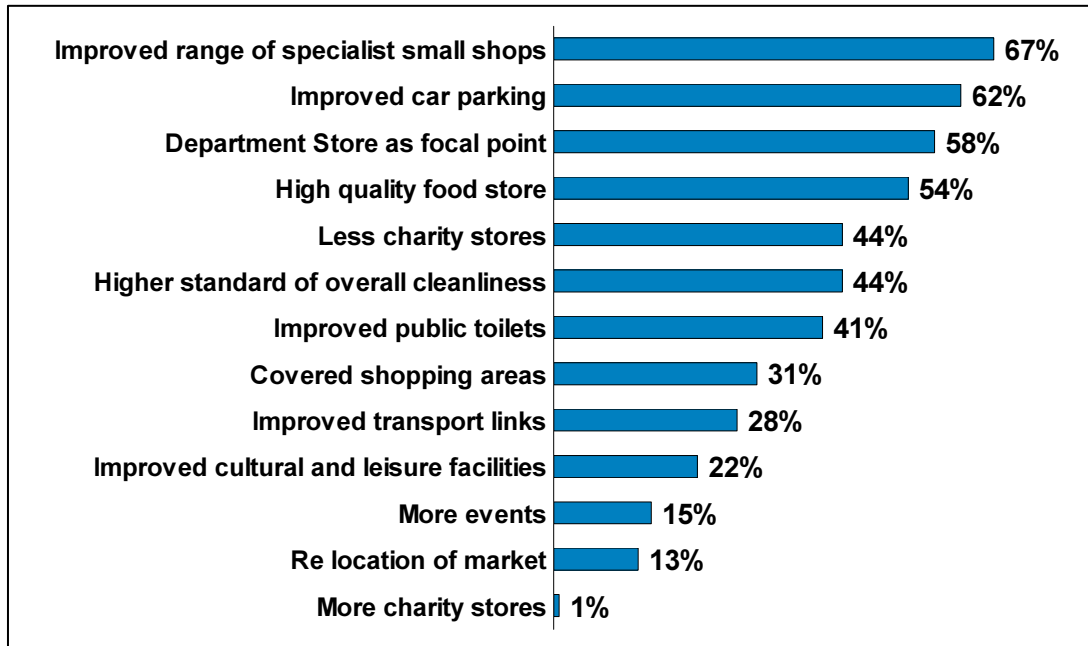
Nothing of interest, plus full of kids messing about

The town has a run down atmosphere about it, always gangs of youngsters hanging around, just doesn't appeal

11.4 Factors encouraging more frequent visits to the town centre

Two thirds (67%) suggested that an Improved range of specialist shops would encourage them to visit the town centre more often and 62% wanted Improved car parking. Improved car parking was a factor for 55% of females, rising to 74% in under 35s.

What would encourage you to come to the town centre more often?

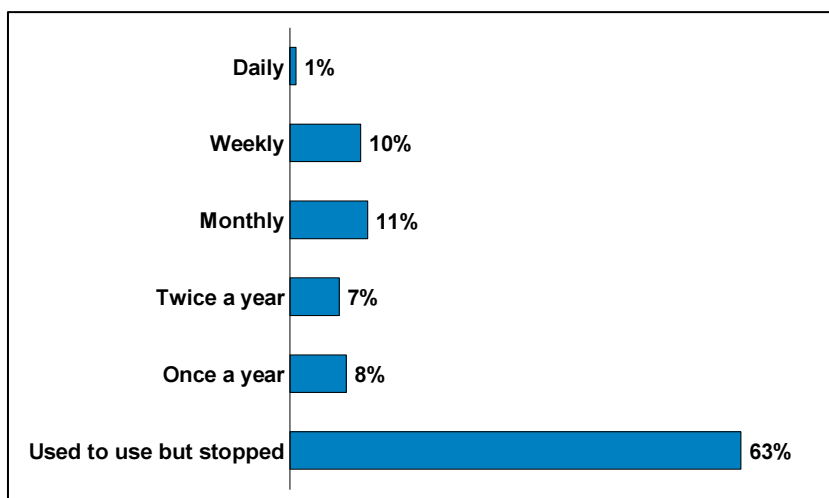


Base: All respondents (388)

11.5 Frequency of use of the Dolphin Sports and Leisure Complex

Almost two thirds (63%) of respondents no longer use the Dolphin Sports and Leisure Complex. 45% of workers and 54% of 35s to 54s had used the Centre in the last year.

How often do you use the Dolphin Sports and Leisure Complex?

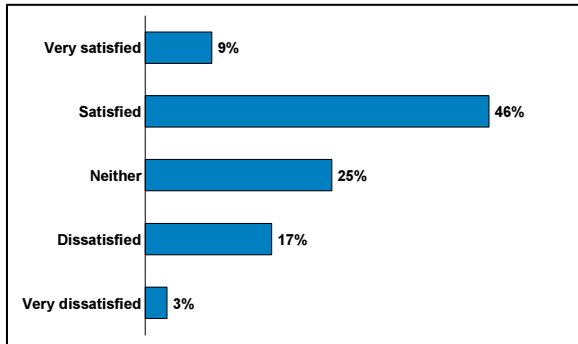


Base: All respondents (256)

11.6 Satisfaction with the facilities at the Dolphin Centre

Over half of those (55%) who used the Dolphin Centre were satisfied with the facilities. Satisfaction was lower in the under 35s (47%) and higher in those not working (60%).

Satisfaction with the facilities at the Dolphin Centre



Base: All who have used the Dolphin Centre (184)

11.7 Reasons for no longer using the Dolphin Centre

The reasons stated included cleanliness and privacy issues, children/grandchildren growing up, the use of private gyms and old age or disability/infirmity. There were also some comments about poor service levels from staff.

Being disabled, it is difficult

Changing areas for swimming dirty and in disrepair all the time. Lifeguards quite often chatting and not paying enough attention

Changing rooms smell of sewage

Changing rooms, are not private enough

Children grew up and became independent users

Did not find it clean. Not user friendly. Unhelpful staff

Go to private gym

Old age

12 TRANSPORT

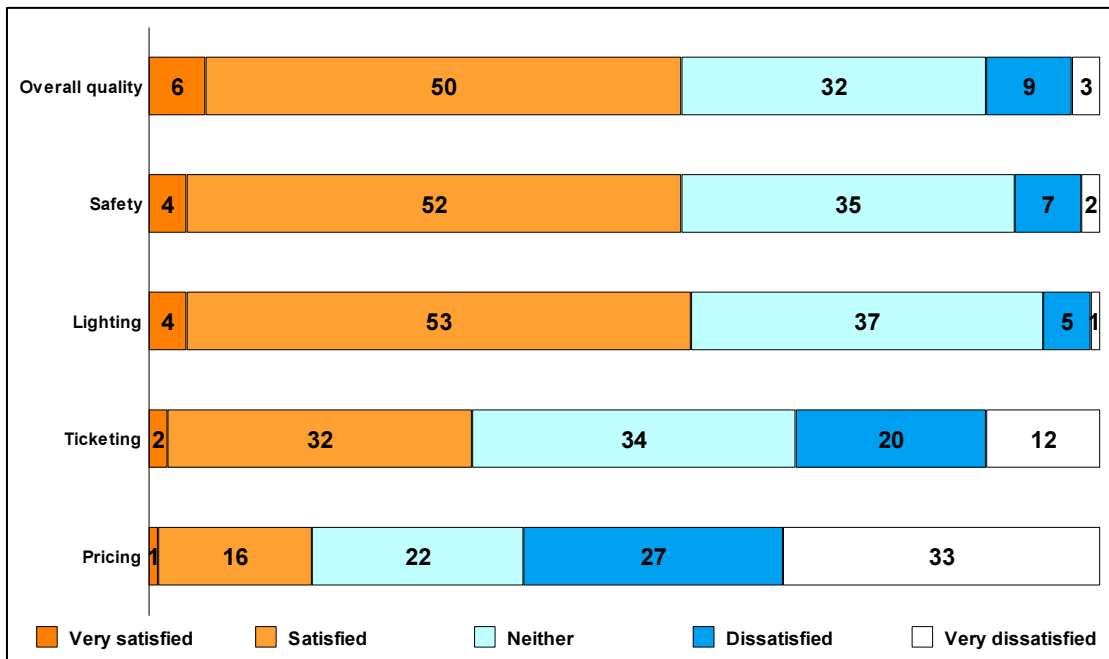
12.1 Introduction

This section of the report looks at residents' satisfaction with the standard of the Council's car parks and bus and rail travel.

12.2 Satisfaction with the Council's car parks

56% of respondents were satisfied with the Overall quality of car parks and with their Safety and Lighting. One third (34%) were satisfied with ticketing and less than 1 in 5 (18%) satisfied with pricing , 60% being dissatisfied.

Satisfaction with the Council's car parks



Base: All respondents (336~359)

51% of males and 52% of workers were satisfied with the overall quality, compared to 60% of non workers and 62% of females.

Safety was satisfactory for 50% of males and 63% of females.

28% of males found ticketing to be satisfactory, compared to 41% of females.

All car parking should be free, as per the parking at the main council offices, this to induce people to use Bromsgrove. Alternatively, the free senior citizen and disabled should be free

Allow limited time free parking

As a pensioner my parking permit is expensive

As previously stated, free parking for over 60 women and over 65 men

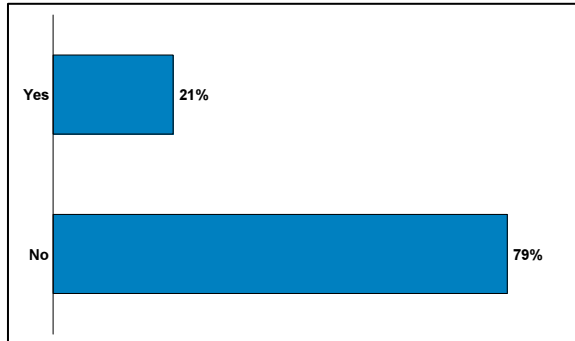
Avoid car park due to pricing

Car park expensive

12.3 Use of local public bus transport

One fifth (21%) use local public bus transport, ranging from 11% in the 35 to 54 age group to 29% in those not working.

Do you use local public bus transport?

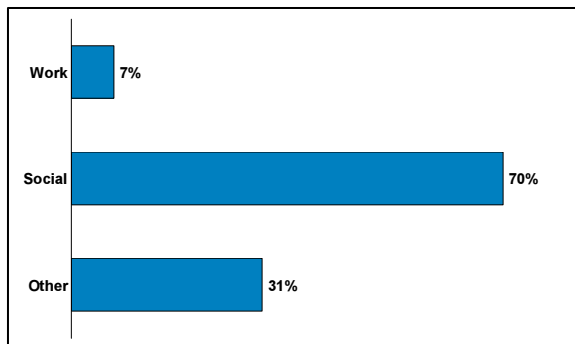


Base: All respondents (424)

12.4 Reason for using local public bus transport

70% of those who used local bus transport did so for social reasons, and 7% for work.

Why did you use local public bus transport?

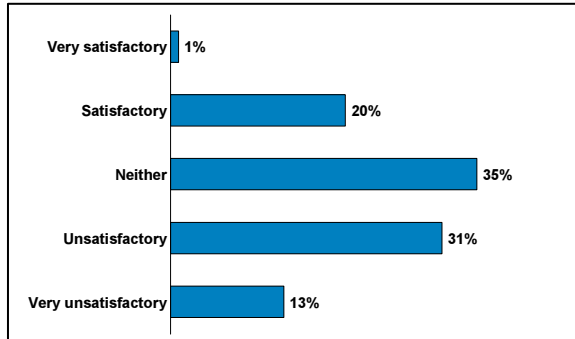


Base: All who use local public bus transport (83)

12.5 Standard of the bus station

44% of users are dissatisfied with standard of the bus station, 37% in males and 39% in females.

Satisfaction with the standard of the bus station

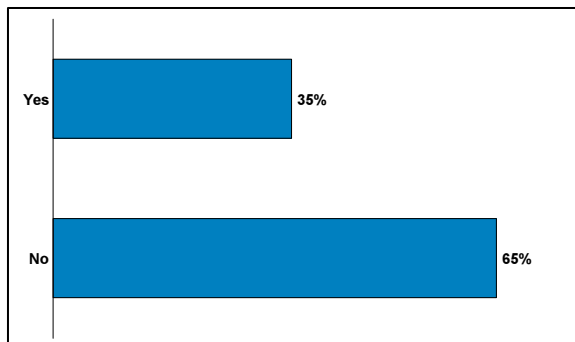


Base: All respondents (262)

12.6 Use of the local rail station

One third (35%) use the local rail station, ranging from 28% in 55 or older to 53% in under 35s, and from 28% in non workers to 41% in workers.

Do you use the local rail station?

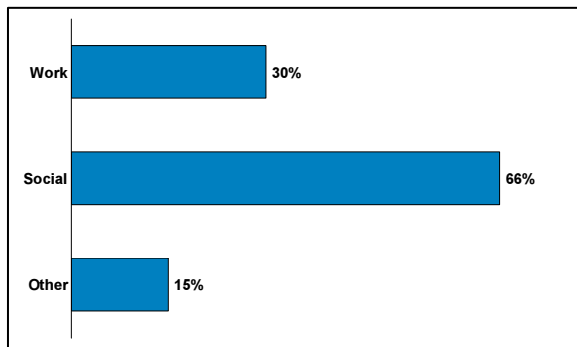


Base: All respondents (413)

12.7 Reason for using local rail station

Two thirds of those who use the local rail station (66%) do so for social reasons, 70% in males and 61% in females. 30% use the local rail station for work purposes, 24% in males and 37% in females, 18% in 55 or older and 44% in the younger age groups.

Do you use the local rail station?

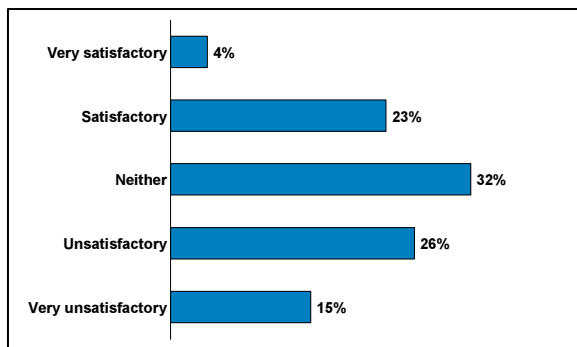


Base: All who use the local rail station (142)

12.8 Standard of the local rail station

41% of users are dissatisfied with the standard of the rail station.

Satisfaction with the standard of the local rail station

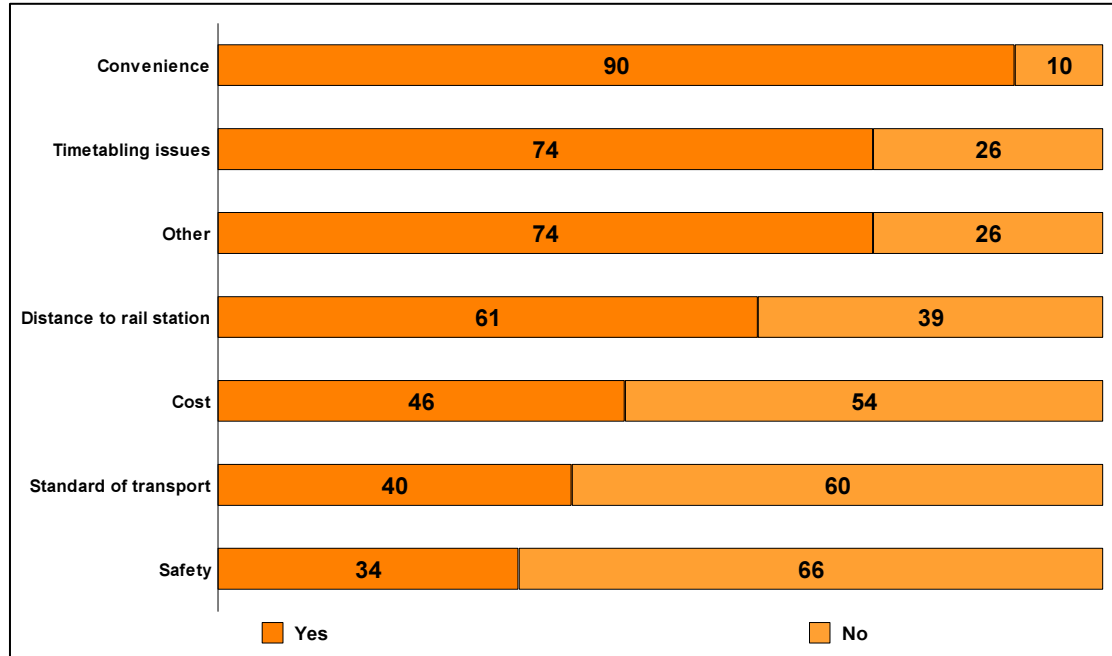


Base: All respondents (231)

12.9 Reasons for not using public transport

9 out of 10 (90%) do not use public transport for reasons of convenience and three quarters (74%) because of timetabling issues.

Satisfaction with the standard of the local rail station



Base: All respondents (86~234)

13 CULTURAL AND RECREATIONAL ACTIVITIES AND VENUE

13.1 Introduction

This section of the report looks at cultural and recreational activities directly supported by the Council or available in the district.

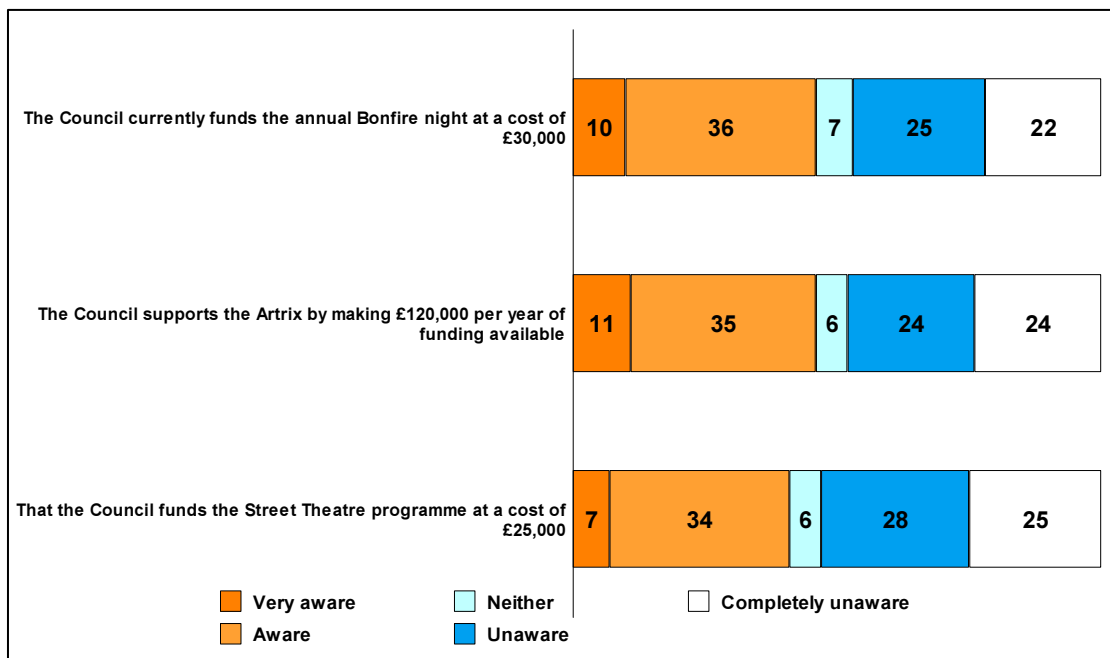
13.2 Awareness of BDC's direct support of cultural/recreational activities

Almost half (46%) of respondents were aware that the Council supports the Artrix by making £120,000 per year of funding available.

4 in 10 (41%) were aware that the Council funds the Street Theatre programme at a cost of £25,000.

46% were aware that the Council funds the annual Bonfire night at a cost of £30,000.

Awareness of BDC's direct support of cultural and recreational activities



Base: All respondents (410~417)

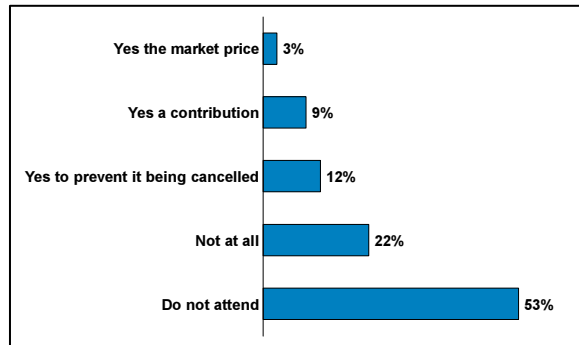
Awareness of support for the Artrix ranged from 23% in under 35s to 52% in 55 or older.

Awareness of the Street Theatre programme varied from 30% in under 35s to 45% in 55 or older, and from 35% in workers to 45% in non workers.

Awareness of the annual Bonfire night was consistent across all demographics.

13.3 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.

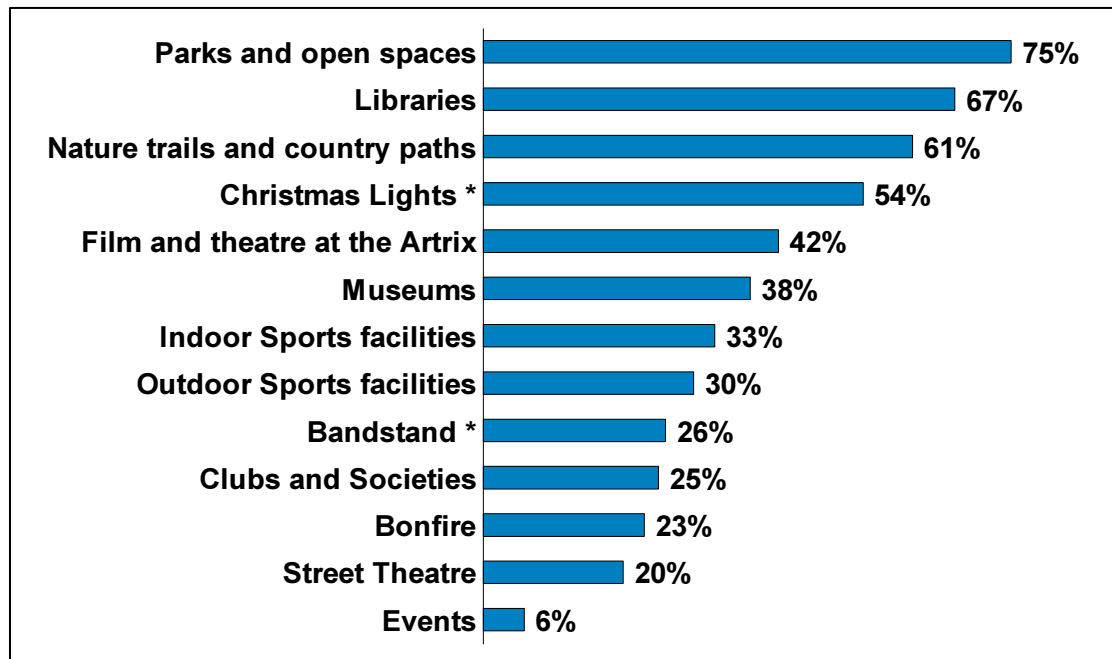
Would you be prepared to contribute towards the cost of staging Bonfire night?



Base: All respondents (404)

13.4 Cultural and recreational activities available which are of interest. Three quarters of respondents (75%) were interested in Parks and open space and two thirds (67%) in Libraries. 61% were interested in Nature trails and country paths and 54% in Christmas lights.

Cultural and recreational activities available which are of interest

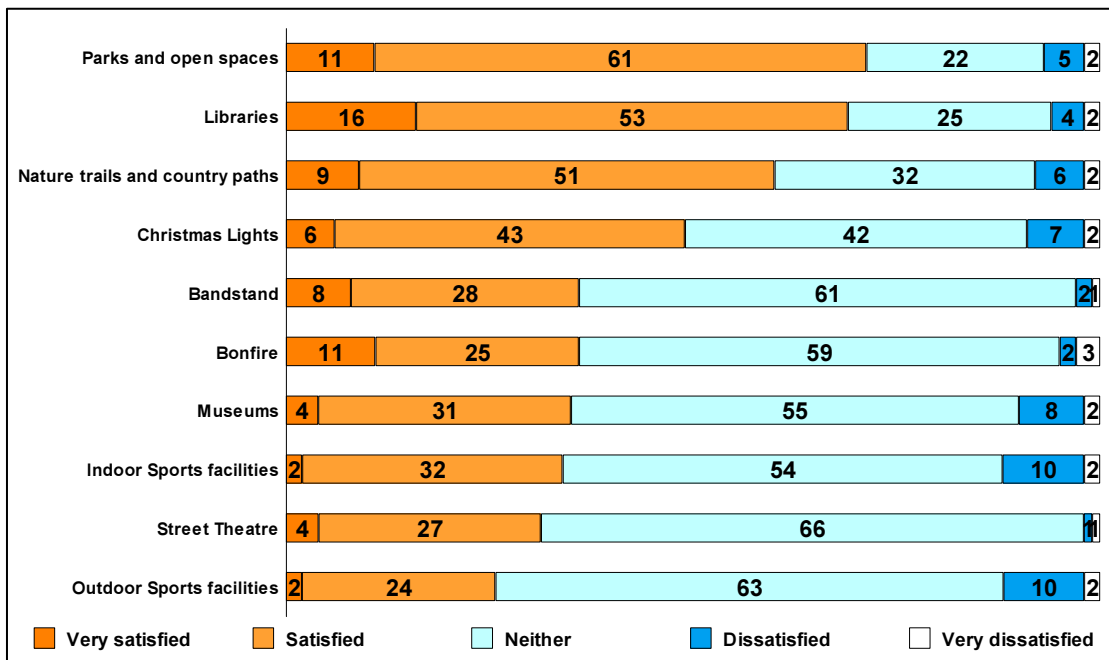


Base: All respondents (394)

13.5 Satisfaction with cultural and recreational activities available

71% were satisfied with Parks and open spaces and 69% with Libraries, 60% being satisfied with Nature trails and country paths and 49% with Christmas lights. Satisfaction was highest amongst the activities attracting the highest levels of interest.

Satisfaction with cultural and recreational activities available



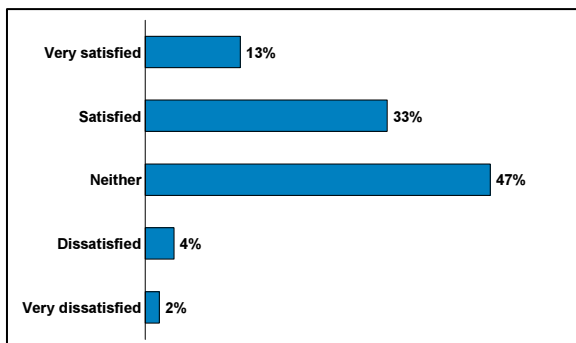
Base: All respondents (294~361)

13.6 Satisfaction with the range of entertainment offered at the Artrix

47% were satisfied with the overall range of entertainment offered at the Artrix, just 6% being dissatisfied as a further 47% were undecided.

Satisfaction varied from 42% in males to 51% in females, and from 29% in under 35s to 52% in 55 or older.

Satisfaction with the range of entertainment offered at the Artrix



Base: All respondents (363)

13.7 Improving the range of cultural and recreational activities available

Better maintenance of football pitches, regular mowing and marking, punctual erection of goal posts @ start of season. Open Dolphin Centre at 6 a.m., at least three mornings a week for workers who have to leave town by 7-7.15

Cycle paths and cycle trails

French or German market

How about a Kite Festival one day. Streatham Common (in London) holds one every year and it's a terrific low-cost event that brings communities together to enjoy outside space

How about indoor sports facilities for the over 50's only no kids allowed? Swimming pool, Jacuzzi, Sauna, Steam room, with facility for Line Dancing classes, Salsa etc, I am sure it would be successful

Look at doing a St George's Day parade

Make more of a feature of the brook which runs through the town

More jazz, blues and rock and roll

14 THE COUNCIL EXPERIENCE

14.1 Introduction

This section of the report looks at residents experiences of dealing with the Council in the last year and at their overall satisfaction.

14.2 Positive experiences

A positive meeting with the leader, Councillor Hollingsworth

Bin men collect my bin from top of drive and bring it back

Car park licence renewal, very prompt

Courtesy and help in obtaining a disabled car parking permit

Excellent refuse collection

HUB is so useful and well placed

Obtaining planning information, easy and efficient

Positive and friendly response to queries

Purchasing a compost bin

Service Centre staff dealing with accounts payments

The paper and plastic recycling boxes

Using email to find information

Visit to the customer service centre, very helpful and quick

Write to Chief executive and had good response on two subjects

14.3 Negative experiences

Amount of litter in Town Centre - particularly around Market Street area along brook. Car parking on Sunday is expensive when few shops to facilities are available

Assistance needed through period of unemployment, when asked for help with "Council Tax payments" No assistance offered, request dismissed with "stuff" letter

Car parking permit one day out of date and fined for parking at 7.00p.m

Dog fouling by the park next to us, still unresolved. Kids kicking balls over my fence and pressing my bell constantly. Allowing us to put a fence for our front garden. All this still unresolved

Dumping sand bins by Council Officials in inappropriate sites. When objected to the Council, totally ignored

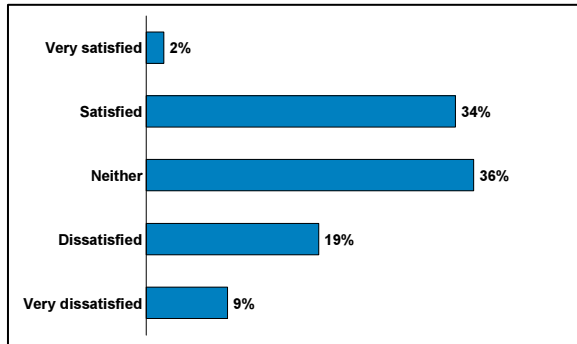
Insufficient staff at the hub, to deal with customers

Late Council Tax bills

14.4 Overall satisfaction with the Council

36% expressed overall satisfaction with the Council, 26% being dissatisfied and a further 36% were undecided. Satisfaction varied from 29% in males to 44% in females.

Overall satisfaction with the Council



Base: All respondents (363)

BROMSGROVE DISTRICT COUNCIL

3 OCTOBER 2007

CABINET

IMPROVEMENT PLAN EXCEPTION REPORT [JULY 2007]

Responsible Portfolio Holder	Councillor Roger Hollingworth Leader of the Council
Responsible Officer	Jenny McNicol Senior Corporate Policy and Performance Officer

1. SUMMARY

- 1.1 Provide the Cabinet with the first exception report on the new Improvement Plan.

2. RECOMMENDATION

- 2.1 That the Cabinet considers and approves the revisions to the Improvement Plan Exception Report, and the corrective action being taken.
- 2.2 That the Cabinet notes that for the 159 actions highlighted for July within the plan, 95.6% percent of the Improvement Plan is on target [green], 3.2% percent is one month behind [amber] and 0.6% percent is over one month behind [red]. 0.6% percent of actions have been re-scheduled [or suspended] with approval.

3 BACKGROUND

- 3.1 July 2007 Cabinet approved the Improvement Plan 2007/08. The Improvement Plan is directly linked to the 10 corporate priorities and 12 enablers identified in the Council Plan 2007/2010.
- 3.2 At July 2007 Cabinet Members approved the inclusion of an additional number of actions from the Improvement Director. The Improvement Plan is designed to push the Council through to a rating of Fair during 2008. The agreed actions and their Improvement Plan reference are set out below:-

Additional Issues Identified by Improvement Director	Improvement Plan Reference
Member capacity:- a. induction training; b. training in Chairmanship; c. session re. the role of Councillors;	16.4

d. peer support; e. political group support; f. visits to other local authorities; g. additional DCLG capacity fund monies; h. officer mentors for Members; i. revamp Council meetings.	
Public consultation on Council's future plans.	14.1
Public consultation on budget.	14.1
Review effectiveness of LSP.	18.2
Re-write Community Strategy.	18.2
Re-enforce purpose and timing of business planning arrangements with both Members and officers.	6.4
Continue with performance indicator clinics.	6.1.1
Further improve financial and performance integration.	6.5
Identify lead officers for each committee.	16.3
Improve working relationships with County Council.	18.4
Develop closer working of all political groups.	16.3.6
Take tough decisions through 2008/09 budget cycle.	12.5
Revisit the planning moratorium.	10.4
Maximise benefits from asset holdings.	12.3
Fundamentally review the spatial project.	17.1
Develop corporate project management process to sit alongside performance management process.	22.
Re-enforce performance culture.	6 and 22

Additional Issues Identified by Improvement Director	Improvement Plan Reference
Delivery value for money improvements.	11
Identify least cost effective services and why.	11

Determine actions as a result.	
Review business processes to see if reporting burden, meetings etc. can be reduced.	6.4
Clarify Council's public engagement model.	7.
Improvement engagement of Cabinet/officers and all Members with scrutiny process.	16.
Increase benefit from external audit.	12.
Develop and use middle managers.	19.
Find "tomorrow's stars".	19.
Employ additional performance support staff to help capacity of front line (investigate DCLG monies for this).	22.
Review how productivity can be improved.	23.
Finalise senior management structure.	21.






4. **PROGRESS IN July 2007**

4.1 Overall performance as at the end of July 2007 is as follows: -

July 2007

RED	1	0.6%
AMBER	5	3.2%
GREEN	152	95.6%
REPROGRAMMED	1	0.6%

Where: -

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

- 4.2 Out of the total of 159 actions for the month, 7 actions have been deleted, suspended or the timescales have been extended. This amounts to 4.4% percent of the plan.
- 4.3 An Exception Report detailing corrective actions being undertaken for red and amber tasks is attached at **Appendix 1**

5. **FINANCIAL IMPLICATIONS**

5.1 No financial implications.

6. **LEGAL IMPLICATIONS**

6.1 No Legal Implications.

7. **CORPORATE OBJECTIVES**

7.1 The Improvement Plan relates to all of the Council's four objectives and ten priorities as approved on the 19th September 2006 Full Council.

8. **RISK MANAGEMENT**

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

9. **CUSTOMER IMPLICATIONS**

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

10 **OTHER IMPLICATIONS**

Procurement Issues: Delivery of the Improvement Plan involves various procurement exercises.
Personnel Implications: See Sections 19 to 22
Governance/Performance Management: See Sections 6 and 16.
Community Safety including Section 17 of Crime and Disorder Act 1998: See sections 12.2 and 12.3
Policy: See Section 6.
Environmental: See Section 9.
Equalities and Diversity: See Section 7.

10 **OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	No
Chief Executive	On holiday.
Corporate Director (Services)	Yes
Assistant Chief Executive	Yes
Head of Service (i.e. your own HoS)	At CMT
Head of Financial Services (<i>must approve Financial Implications before report submitted to Leader's Group</i>)	At CMT
Head of Legal & Democratic Services (<i>for approval of any significant Legal Implications</i>)	At CMT

Head of Organisational Development & HR <i>(for approval of any significant HR Implications)</i>	At CMT
Corporate Procurement Team <i>(for approval of any procurement implications)</i>	No

11 APPENDICES

Appendix 1 Improvement Plan Exception Report July 2007

12 BACKGROUND PAPERS:

Full Improvement Plan for July will be e- mailed to all Members of the Cabinet and can be found at www.bromsgrove.gov.uk under meetings Minutes and Agendas where there is a direct link to the Improvement Plan.

CONTACT OFFICER

Name: Jenny McNicol
E Mail: j.mcnicol@bromsgrove.gov.uk
Tel: (01527) 881631

1.1 Public Support for plans																	
Ref	July 2007 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.1.1	Engage consultants to commence work on AAP				Process delayed until August due to further discussions with stakeholders										PS	Jul-07	Aug-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
Public Support for Plans																	
1.1.1	Engage consultants to commence work on AAP	HB														Process delayed until August due to further discussions with stakeholders	

1.1 Public Support for plans																	
Ref	July 2007 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.1.3	Recruit expertise to support project management				Decision taken to delay recruitment of project management expertise pending discussions with WCC and developers										PS	Jul-07	Aug-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
Public Support for Plans																	
1.1.3	Recruit expertise to support project management	HB														Recruitment will take place following discussions	

1.2 Work Commenced																		
Ref	July 2007 Action		Colour	Corrective Action												Who	Original Date	Revised Date
1.2.1	Undertake baseline study			Commencement delayed until September due to discussions with stakeholders												PS	Jul-07	Sept-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action			
	Work Commenced																	
1.2.1	Undertake baseline study	HB														Study will be undertaken following discussions		

5.4 Brand Recognition																		
Ref	July 2007 Action		Colour	Corrective Action												Who	Original Date	Revised Date
5.4.1	Framework contract established with single supplier of graphics support.			<p>This action is intended to bring together <u>existing</u> low spending on graphics e.g. Together Bromsgrove, posters etc. into a single contract to reduce costs (no additional spending is being incurred).</p> <p>A pilot for funding all of Together Bromsgrove through advertising has been agreed. Given the potential saving from this action, it was given priority.</p>												HB	Jul-07	Sep-07

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
Brand Recognition															
5.4.1	Framework contract established with single supplier of graphics.	HB													A pilot for funding all of Together Bromsgrove through advertising has been agreed. Given the potential saving from this action, it was given priority.

Page 132

12.1 Improved Financial Management by budget holders																
Ref	July 2007 Action	Colour	Corrective Action											Who	Original Date	Revised Date
12.1.1	Implementation of the POP project to account for commitments & accruals on the Agresso system		Implementation was delayed due to correction of system flaws. System has now been tested and pilot schemes and procedures are being reviewed. Delay should not impact heavily on planned action. Progress is back on track.											JP	Jul-07	Aug-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action	
Improved Financial management by budget holders																
12.1.1	Implementation of the POP project to account for commitments & accruals on the Agresso system	HB													Delay should not impact heavily on planned action. Progress now back on track.	

21.1 Employee Satisfaction																	
Ref	July 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
21.1.5	Communicate results.		The Employee Survey results took longer to collate than originally expected. This has put back the communication of the results to staff. Corporate Management Team considered the results in August. Further detailed consideration is required as part of the business planning process 2008/09.												JP	Jul-07	Oct-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
	Employee Satisfaction																
21.1.5	Communicate results.	HB														More time required to analyse results and include employees in determining action plan.	

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

CABINET

3RD OCTOBER 2007

CORPORATE RISK REGISTER

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

1. SUMMARY

- 1.1 To present for approval the Corporate Risk Register.

2. RECOMMENDATION

It is recommended that the Cabinet:

- 2.1 Approves the Corporate Risk Register attached at Appendix 1 to 3.
- 2.2 Delegates authority to the Head of Financial Services in consultation with the Audit Board and portfolio holder for finance to monitor, review and update the corporate and departmental registers.

3. BACKGROUND

- 3.1 On 7th March 2007 the Executive Cabinet approved the Council's Risk Management Strategy. The Strategy identified the Council's corporate approach to identify and manage its business risks as:
- A clear understating of the Council's corporate and operational objectives;
 - To identify and assess the risks that will prevent the Council and its services from achieving their objectives;
 - Completion of the standard risk management documentation, including the Risk Register and Action / Improvement Plan;
 - Implementation of the actions and improvements identified;
 - Monthly and quarterly monitoring and reporting on the current position for each action and improvement by the Council's Risk Management Steering Group; and
 - An ongoing review of the information included in the Risk Register and Action / Improvement Plan.

- 3.2 Since the Strategy was approved in March 2007 the Risk Management Steering Group has been overseeing, in conjunction with Heads of Service, the development of a Corporate Risk Register. Initially, in accordance with the Strategy, the Key Objectives for the Council were identified as follows:
1. Effective Financial Management
 2. Effective Corporate Leadership
 3. Effective Member / Officer relations
 4. Effective Member / Member relations
 5. Full compliance with the Civil Contingencies Act
 6. Maximising the benefits of investment in ICT equipment and training
 7. Effective partnership working
 8. Effective communications (internal and external)
 9. Equalities and diversity agenda embedded across the authority
 10. Appropriate investment in employee training and development
 11. Effective employee recruitment and retention
 12. Full compliance with all Health and Safety legislation
 13. Effective two tier working and community engagement
 14. Successful implementation of Job Evaluation
 15. All Council data is accurate and of high quality
 16. The Council no longer in recovery
 17. Effective projects and events management
 18. Effective Business Continuity (Adverse weather, industrial action, capacity etc)
 19. Effective business and performance management
 20. Effective customer focussed authority
- 3.3 Following the identification of the Key Objectives the risks associated with achieving them were identified. This is attached at Appendix 1. A separate exercise was also undertaken to assess what the major risks facing the authority were so as to ensure that the key objectives reflected both what the Council is trying to achieve (in the Council Plan) but also the risks facing the authority.
- 3.4 Once the key objectives and the risks had been identified the level of risk both in terms of impact and likelihood were assessed (in accordance with the strategy). The current level of risk has been identified together with the key controls in place that enable this to be achieved. In addition the acceptable level of risk together with the actions associated with achieving this were identified – this is attached at Appendix 2.
- 3.5 Appendix 3 identifies, in detail, the actions needed to achieve the acceptable level of risk. The action plan also shows how actions will be monitored to ensure delivery again in accordance with the Risk Management Strategy. Appendix 4 provides the Risk Matrix and Scorecard for information. It is recommended that the Corporate Risk Register as shown at Appendix 1 to 3 is approved.

4. FINANCIAL IMPLICATIONS

4.1 None outside existing budgets.

5. LEGAL IMPLICATIONS

5.1 None except specific legislation associated with any of the specific key objectives.

6. COUNCIL OBJECTIVES

6.1 Primarily Council Objective 04: Improvement however the Corporate Risk Register seeks to enable delivery of the Council's key objectives by identifying the risks associated with them and then seeking to mitigate them.

7. RISK MANAGEMENT

7.1 Developing and maintaining a comprehensive Corporate Risk Register will assist the Council to achieve its objectives, priorities, vision and values.

8. CUSTOMER IMPLICATIONS

8.1 Key objective 20 is "Effective Customer Focused Authority."

8.2 Effective identification and management of risk is essential to improving the performance of the Council and thus the service to the customer.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 Key objective 9 is "Equalities and diversity agenda embedded across the Authority" and as such equalities and diversity issues should be considered in everything the Council does.

10. OTHER IMPLICATIONS

Procurement Issues None directly associated with this report
Personnel Implications None directly although it is every member of staffs responsibility to identify and seek to mitigate risk
Governance/Performance Management Effective Risk Management is key effective governance and integral to performance management
Community Safety including Section 17 of Crime and Disorder Act 1998 None
Policy None directly associated with this report

Environmental None directly associated with this report
--

11. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	No
Chief Executive	Yes
Executive Director (Partnerships and Projects)	No
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

12. APPENDICES

- Appendix 1 Corporate Risk Register – Key Objectives and High Level Risks
- Appendix 2 Corporate Risk Register
- Appendix 3 Risk Register Actions
- Appendix 4 Risk Matrix and Scorecard

13. BACKGROUND PAPERS

Risk Management Strategy
Departmental Risk Registers

CONTACT OFFICER

Name: Jayne Pickering
E Mail: j.pickering@bromsgrove.gov.uk
Tel: (01527) 881207

Service:	Corporate	
Service Area:	N/A	

Key Objective: Ref. No. 1	
Effective Financial Management Responsibility: Head of Financial Services	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	
Technical	
Legal	✓
Environmental	

Key Objective: Ref. No. 2	
Effective corporate leadership Responsibility: CEO	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	
Legal	✓
Environmental	

Key Objective: Ref. No. 3	
Effective Member / Officer relations Responsibility: CEO	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	
Legal	✓
Environmental	

Key Objective: Ref. No.4	
Effective Member / Member relations Responsibility: Head of Legal & Democratic and Head of HR & OD	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	
Political	✓
Social	✓
Technical	
Legal	✓
Environmental	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	Medium	Medium	Low
Risk Colour (Score)		Risk Colour (Score)	
RED (6)		GREEN (2)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	High	High	Medium
Risk Colour (Score)		Risk Colour (Score)	
RED (9)		RED (6)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	High	Medium	Medium
Risk Colour (Score)		Risk Colour (Score)	
RED (9)		AMBER (4)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	High	Medium	Medium
Risk Colour (Score)		Risk Colour (Score)	
RED (9)		AMBER (4)	

Risks
Budget overspend resulting in a suspension / reduction in service provision.
Poor Use of Resources scoring - possible intervention by government departments.
Misappropriation of funding received (e.g. grants, S106).

Risks
Council's resources not allocated in accordance with priorities.
Council's resources not focused on visible improvements that the customer can see.
Negative impact on reputation and future CPA score.

Risks
Lack of clarification of responsibilities.
Lack of trust.
Fragmented decision making.
Poor image of the Council.
Intervention.

Risks
Poor member/member relations leads to intervention.
Poor decision making.
Poor reputation.

Key Objective: Ref. No. 5	
Full compliance with the Civil Contingencies Act Responsibility: Head of Planning & Environment	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	
Political	
Social	✓
Technical	
Legal	✓
Environmental	✓

Key Objective: Ref. No. 6	
Maximising the benefits of investment in ICT equipment and training Responsibility: Head of E-Gov & Customer Services	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	
Social	✓
Technical	✓
Legal	
Environmental	

Key Objective: Ref. No. 7	
Effective partnership working Responsibility: Assistant CEO and Head of Street Scene & Waste Management	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	
Legal	
Environmental	✓

Key Objective: Ref. No. 8	
Effective communications (internal and external) Responsibility: Assistant CEO	
Links to Council Objective:	Sense of Community & Well Being (03)
High Impact Areas	
Financial	
Political	✓
Social	✓
Technical	
Legal	✓
Environmental	✓

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	Medium	High	Medium
Risk Colour (Score)		Risk Colour (Score)	
RED (6)		AMBER (4)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	High	High	Medium
Risk Colour (Score)		Risk Colour (Score)	
RED (9)		RED (6)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	Medium	High	Low
Risk Colour (Score)		Risk Colour (Score)	
RED (6)		AMBER (3)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
Medium	Medium	Low	Medium
Risk Colour (Score)		Risk Colour (Score)	
AMBER (4)		GREEN (2)	

Risks
Ineffective response to an emergency/incident.
Adverse Impact on Council Reputation.
Chaos.

Risks
System fails to meet the need of most services.
Technology failure, virus corruption, supplier failure, data loss, corruption to GIS base.

Risks
Key partnership fails to work properly.
Fail to engage effectively with partnerships.
Adverse comment from DCLG Minister.
Impacts on future CPA inspection.
Not embracing enhanced two tier.

Risks
Poor staff morale due to lack of communications.
Poor Member relations due to lack of communications.
Poor reputation with customers due to lack of communication on good news stories and service changes.
Council's decisions do not reflect customer's views due to poor consultation.
Council's priorities do not reflect customer's views.

Key Objective: Ref. No. 9	
<p align="center">Equalities and diversity agenda embedded across the Authority Responsibility: Head of Legal & Democratic Services</p>	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	
Political	✓
Social	✓
Technical	
Legal	✓
Environmental	

Key Objective: Ref. No. 10	
<p align="center">Appropriate investment in employee development and training Responsibility: Head of HR & OD</p>	
Links to Council Objective:	
High Impact Areas	
Financial	
Political	
Social	✓
Technical	✓
Legal	
Environmental	

Key Objective: Ref. No. 11:	
<p align="center">Effective employee recruitment and retention Responsibility: Head of HR & OD</p>	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	
Political	
Social	✓
Technical	✓
Legal	
Environmental	✓

Key Objective: Ref. No. 12	
<p align="center">Full compliance with all Health and Safety legislation Responsibility: Head of HR & OD</p>	
Links to Council Objective:	
High Impact Areas	
Financial	
Political	
Social	✓
Technical	
Legal	✓
Environmental	✓

Current	
Impact	Likelihood
High	High
Risk Colour (Score)	
RED (9)	

Acceptable	
Impact	Likelihood
Low	Medium
Risk Colour (Score)	
GREEN (2)	

Current	
Impact	Likelihood
Medium	Medium
Risk Colour (Score)	
AMBER (4)	

Acceptable	
Impact	Likelihood
Low	Medium
Risk Colour (Score)	
GREEN (2)	

Current	
Impact	Likelihood
High	High
Risk Colour (Score)	
RED (9)	

Acceptable	
Impact	Likelihood
Medium	Medium
Risk Colour (Score)	
AMBER (4)	

Current	
Impact	Likelihood
High	Medium
Risk Colour (Score)	
RED (6)	

Acceptable	
Impact	Likelihood
Low	Medium
Risk Colour (Score)	
GREEN (2)	

Risks
Council fails to fully address equalities and diversity agenda.
Legal Challenge.
Service delivery inadequate and unable to meet the community needs.

Risks
Lack of investment in personal development and training of staff/managers.

Risks
Fail to recruit/retain staff in key areas e.g. planning/Revenues and Benefits.

Risks
H&S culture does not exist throughout the Council.
Serious incident occurs.
H&S Executive standards not being fully met.
H&S profile not high enough on the senior management agenda.
Insufficient H&S training at all levels.

Key Objective: Ref. No. 13	
Effective two tier working and Community Engagement Responsibility: CEO	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	
Political	✓
Social	✓
Technical	
Legal	
Environmental	✓

Key Objective: Ref. No. 14	
Successful implementation of Job Evaluation Responsibility: Head of HR & OD	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	
Legal	
Environmental	

Key Objective: Ref. No. 15	
All Council data is accurate and of high quality Responsibility: Assistant CEO and Head of E-Gov & Customer Services	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	✓
Legal	✓
Environmental	✓

Key Objective: Ref. No. 16	
The Council no longer in recovery Responsibility: CEO and Assistant CEO	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	✓
Legal	✓
Environmental	✓

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	Medium	Medium	Medium
Risk Colour (Score)		Risk Colour (Score)	
RED (6)		AMBER (4)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	Medium	Medium	Medium
Risk Colour (Score)		Risk Colour (Score)	
RED (6)		AMBER (4)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	Medium	Medium	Medium
Risk Colour (Score)		Risk Colour (Score)	
RED (6)		AMBER (4)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	High	Medium	Medium
Risk Colour (Score)		Risk Colour (Score)	
RED (9)		RED (6)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	High	High	Medium
Risk Colour (Score)		Risk Colour (Score)	
RED (9)		RED (6)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	High	Medium	Low
Risk Colour (Score)		Risk Colour (Score)	
RED (9)		GREEN (2)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	High	Medium	Low
Risk Colour (Score)		Risk Colour (Score)	
RED (9)		GREEN (2)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	High	Medium	Low
Risk Colour (Score)		Risk Colour (Score)	
RED (9)		GREEN (2)	

Risks
Intervention.
Budget Cuts.
Inability to achieve Council Priorities.

Risks
Financial risks in relation to back pay and pay protection.
PR risk, for example, costs; outcome; potential disruption; industrial actions; industrial relations.
Legal contractual risks.

Risks
Poor quality data resulting in poor decisions making which could impact on all aspects of risk.
Potential Service failure/reduction if urgent budget savings need to be made.

Risks
Political instability leading to intervention.
Officer instability leading to intervention.
Performance reversal leading to intervention.
Failure to make visible improvements leading to intervention.

Key Objective: Ref. No. 17	
Effective Projects and Events Management Responsibility: Head of E-Gov & Customer Services and Head of Culture & Community	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	✓
Legal	✓
Environmental	✓

Key Objective: Ref. No. 18	
Effective Business Continuity (Adverse weather, industrial action, capacity etc) Responsibility: Head of Planning & Environment	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	✓
Legal	✓
Environmental	✓

Key Objective: Ref. No. 19	
Effective Business and Performance Management Responsibility: Assistant CEO	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	✓
Legal	✓
Environmental	✓

Key Objective: Ref. No. 20	
Effective Customer Focused Authority Responsibility: Assistant CEO and Head of E-Gov & Customer Services	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	✓
Legal	✓
Environmental	✓

Current	
Impact	Likelihood
High	High
Risk Colour (Score)	
RED (9)	

Acceptable	
Impact	Likelihood
High	Medium
Risk Colour (Score)	
RED (6)	

Current	
Impact	Likelihood
High	High
Risk Colour (Score)	
RED (9)	

Acceptable	
Impact	Likelihood
High	Medium
Risk Colour (Score)	
RED (6)	

Current	
Impact	Likelihood
High	Medium
Risk Colour (Score)	
RED (6)	

Acceptable	
Impact	Likelihood
High	Low
Risk Colour (Score)	
AMBER (3)	

Current	
Impact	Likelihood
Medium	Medium
Risk Colour (Score)	
AMBER (4)	

Acceptable	
Impact	Likelihood
Medium	Low
Risk Colour (Score)	
AMBER (3)	

Risks	
Events - major incident/death of member of public.	
Projects - lack of understanding how a project achieves Council objectives.	

Risks	
Adverse Impact on Council Reputation.	
Inability to carry out statutory functions.	
Chaos.	
Inability to deliver environmental and community services.	

Risks	
Unable to drive performance levels up to standard required for excellent council.	
Performance slips backwards.	
Performance not being managed at departmental and team level (CPA rec.).	

Risks	
Customer experience not good enough.	
Customer satisfaction not comparable with good councils.	
Professional culture dominates rather than customer culture.	
Customer experience negatively impacts on future CPA.	

Service:	Corporate
Service Area:	N/A

Key Objective: Ref. No. 1		Key Objective: Ref. No. 2		Key Objective: Ref. No. 3		Key Objective: Ref. No. 4		Key Objective: Ref. No. 5	
Effective Financial Management Responsibility: Head of Financial Services		Effective corporate leadership Responsibility: CEO		Effective Member / Officer relations Responsibility: CEO		Effective Member / Member relations Responsibility: Head of Legal & Democratic and Head of HR & OD		Full compliance with the Civil Contingencies Act Responsibility: Head of Planning & Environment	
Links to Council Objective:	Improvement (02)	Links to Council Objective:	Improvement (02)	Links to Council Objective:	Improvement (02)	Links to Council Objective:	Improvement (02)	Links to Council Objective:	Improvement (02)
High Impact Areas		High Impact Areas		High Impact Areas		High Impact Areas		High Impact Areas	
Financial	✓	Financial	✓	Financial		Financial		Financial	
Political	✓	Political	✓	Political	✓	Political	✓	Political	
Social		Social	✓	Social	✓	Social	✓	Social	✓
Technical		Technical		Technical		Technical		Technical	
Legal	✓	Legal	✓	Legal	✓	Legal	✓	Legal	✓
Environmental		Environmental		Environmental		Environmental		Environmental	✓

Current		Acceptable		Current		Acceptable		Current		Acceptable		Current		Acceptable	
Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood
High	Medium	Medium	Low	High	High	Medium	Medium	High	High	Medium	Medium	High	High	Medium	Medium
Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)	
RED (6)		GREEN (2)		RED (9)		AMBER (4)		RED (9)		AMBER (4)		RED (9)		AMBER (4)	

Current Key Controls		Current Key Controls		Current Key Controls		Current Key Controls		Current Key Controls	
<p>Monthly Monitoring reports (budget holders and committee reports). Discussed with accountancy and actions arising documented and reviewed monthly.</p>		<p>Monitor adherence with the Council Constitution and action taken where required. Monitored by the Monitoring Officer through the Standards Committee.</p>		<p>Regular meetings between Portfolio Holder and HOS. Actions arising documented and reviewed.</p>		<p>Regular meetings between Leader and Group Leaders. Actions arising documented and reviewed. Leader feeds back to Chief Executive.</p>		<p>Trained and Experienced Emergency Planning Officer in post as first point of contact in the event of an emergency working to agreed policies and procedures.</p>	
<p>Procedures in place to monitor compliance with statutory legislation. Accounts quality checked by management and internal & external audit review.</p>		<p>Weekly meetings between Chief Executive and Leader. Summary notes are produced and actions arising documented and reviewed.</p>		<p>Monitor adherence with the Council Constitution and action taken where required. Monitored by the Monitoring Officer through the Standards Committee.</p>		<p>Other Political Groups occupy key roles to ensure opposition leaders take a proactive role.</p>		<p>Emergency Plan which is subject to a regular review and action taken where required. Emergency Plan has been subject to testing.</p>	
<p>Financial Regulations, Standing orders in place and financial training courses with budget holders to explain the policies.</p>		<p>Regular meetings between Portfolio Holder and HOS. Actions arising documented and reviewed.</p>		<p>Monitor adherence with the Council Constitution and action taken where required. Monitored by the Monitoring Officer through the Standards Committee.</p>		<p>Monitor adherence with the Council Constitution and action taken where required. Monitored by the Monitoring Officer through the Standards Committee.</p>		<p>Level of service provided by Worcestershire County Council who are the principal coordinators for Worcestershire is detailed in a Service Level Agreement.</p>	
<p>Monitor Use of Resources compliance that includes an action plan to develop the key areas of improvement to both maintain current scoring and improve for future.</p>		<p>Council Vision & Priorities in place which govern the approval of projects. All projects have to clearly link to the council priorities and objectives in order for approval to be considered.</p>		<p>Member/member protocol which has been endorsed by Group Leaders. Monitor adherence with the member/member protocol and action taken where required. Monitored by the Monitoring Officer.</p>					

--	--	--	--	--

Action Ref.	Actions / Improvements	Action Ref.	Action / Improvements	Action Ref.	Action / Improvements	Action Ref.	Action / Improvements	Action Ref.	Action / Improvements
1.1	Internal Control Framework being reviewed to improve the control of financial management and ownership within the Authority.	2.1	To implement Member development programme focusing on roles/responsibilities and discharge of duties.	3.1	Implement Member/Officer awareness training of the Constitution and working arrangements.	4.1	Review the scrutiny process to encourage involvement of back benchers in democratic process. (Action Ref 2.2 will also help to achieve involvement)	5.1	Develop and implement Emergency Planning training for staff and increase awareness of Emergency Planning Issues.
1.2	To demonstrate the relationship improvements to be made to linkage between financial management and Performance Management.	2.2	To organise and hold regular member forums with the CEO to proactively engage with Group Leaders.	3.2	Code of Conduct training for new members	4.2	Develop formal protocols for member / member operations.	5.2	Organise series of meetings with partners e.g. Police, other bordering local authorities to increase familiarity with those involved and improve links with partnership organisations.
1.3	To document monthly meetings with Portfolio holders in relation to financial matters to enable more focus and understanding.	2.3	Review of Constitution to ensure it is appropriate for the Council needs.	3.3	Regular meetings with group leaders to address any areas of concern	4.3	Undertake specific member coaching/ mentoring to proactively develop members e.g. visits to other councils.	5.3	Undertake a test of the Emergency Planning System and processes.
1.4	Further improvements to budget monitoring to include automatic generation of reports from the Agresso system and more accurate profiling of budgets.	2.4	To implement a Member Induction Programme to ensure roles and responsibilities are clearly communicated. Note: cross reference to programme when agreed.	3.4		4.4	Organise meetings with Group Leaders from BDC and other councils to share knowledge and experiences.	5.4	Draft Business Continuity plans for Service areas.
1.5	Review of Financial Regulations to ensure they are appropriate for the Council needs . To get sign off from each budget holder that they are aware and understand the fin regs and will comply with them.	2.5	Organise Joint Member/CMT events to proactively improve development of the Top Team.	3.5		4.5	Develop Member induction and Member development programmes to improve member capacity.	5.5	
1.6	To undertake Training events for budget holders to ensure understanding of financial reports and improve financial decision making.	2.6	To review the Council Priorities for 08/09 to ensure they are appropriate for the Council needs.	3.6		4.6	Provide awareness training for Members to ensure media coverage and press releases are appropriate.	5.6	
1.7	To implement the Purchase Order processing system to enable on-line ordering of goods and services and to account for commitments within the general ledger reports.	2.7		3.7		4.7		5.7	

1.8	To manage capital projects more effectively - through quarterly reports to members and more accurate profiling of budgets.	2.8		3.8		4.8		5.8	
1.9	To implement the actions relating to VFM within the service business plans and to review the achievement of outcomes quarterly.	2.9		3.9		4.9		5.9	
1.10	To review the VFM strategy to ensure it is appropriate to delivery VFM improvements within the Council.	2.10		3.10		4.10		5.10	
1.11	Develop and implement a more robust approach to budget consultation and challenge of bids.								

Completed by:	
Job Title:	
Date:	

Key Objective: Ref. No. 6	
Maximising the benefits of investment in ICT equipment and training Responsibility: Head of E-Gov & Customer Services	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	
Social	✓
Technical	✓
Legal	
Environmental	

Key Objective: Ref. No. 7	
Effective partnership working Responsibility: Assistant CEO and Head of Street Scene & Waste Management	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	
Legal	
Environmental	✓

Key Objective: Ref. No. 8	
Effective communications (internal and external) Responsibility: Assistant CEO	
Links to Council Objective:	Sense of Community & Well Being (03)
High Impact Areas	
Financial	
Political	✓
Social	✓
Technical	
Legal	✓
Environmental	✓

Key Objective: Ref. No. 9	
Equalities and diversity agenda embedded across the Authority Responsibility: Head of Legal & Democratic Services	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	
Political	✓
Social	✓
Technical	
Legal	✓
Environmental	

Key Objective: Ref. No. 10	
Appropriate investment in employee development and training Responsibility: Head of HR & OD	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	
Political	
Social	✓
Technical	✓
Legal	
Environmental	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	High	Medium	Medium
Risk Colour (Score)		Risk Colour (Score)	
RED (9)		AMBER (4)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	Medium	High	Low
Risk Colour (Score)		Risk Colour (Score)	
RED (6)		AMBER (3)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
Medium	Medium	Low	Medium
Risk Colour (Score)		Risk Colour (Score)	
AMBER (4)		GREEN (2)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	High	Low	Medium
Risk Colour (Score)		Risk Colour (Score)	
RED (9)		GREEN (2)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
Medium	Medium	Low	Medium
Risk Colour (Score)		Risk Colour (Score)	
AMBER (4)		GREEN (2)	

Current Key Controls
<p>Page 147</p> <p>ICT infrastructure e.g. Backup systems, firewalls, anti virus and system access controls in place and Help desk facility.</p> <p>Trained, experienced and professional staff, working to agreed policies and procedures and subject to continuous review.</p> <p>Disaster Recovery site available at County Council. Site has servers; network connections; copies of systems and data. In the event of a disaster the site provides opportunity to link machines for core systems e.g. Academy, Agresso etc. The site has been subject to testing.</p> <p>Agreed process in place which provides a structured approach for business case specifications including the completion of adequate documentation to provide sufficient information for approval to be considered.</p>

Current Key Controls
<p>Local Strategic Partnerships in place to address the priorities within the Community Plan. Regular meetings are held to discuss and any actions are documented and reviewed.</p> <p>Monitor adherence with the LSA's and action taken where required. Monitored by Corporate Policy and Performance service area managed by Hugh Bennett (Assistant Chief Executive)</p> <p>Regular meetings between BDC and partners. Actions arising documented and reviewed. Meetings are minuted.</p> <p>Monitor adherence with the Corporate Project Management Methodology and action taken where required. Monitored by the responsible Head of Service.</p>

Current Key Controls
<p>Core brief distributed to all managers fortnightly following SMT, updating staff on key areas and provides staff with the opportunity to feedback.</p> <p>Quarterly staff and management forums with SMT, updating staff on key areas providing them with the opportunity to ask questions. Questions and answers communicated to all staff via Connect Bulletin.</p> <p>Connect - Bulletin distributed to all staff via email as and when required, Connect Magazine distributed with payslips monthly and Intranet.</p> <p>Procedures in place including approval requirements to monitor compliance with Press Office Protocol. Monitored by the Communications and Customer First Manager.</p>

Current Key Controls
<p>Equalities Officer in place to monitor the action plan over the next 12 months to ensure the achievement of Level three.</p> <p>Inclusive Equalities Scheme published and six sub groups established to develop and improve each strand.</p> <p>Mandatory Staff training on equalities and diversity for council employees including scheduled Impact Assessment Surgeries for line managers.</p> <p>Procedures in place to monitor compliance with equality standards which includes completion of impact assessments and production of departmental Equality Action Plans, subject to ongoing monitoring.</p>

Current Key Controls
<p>Training section created, Training Directory in place and agreed corporate training budget. Courses are subject to evaluation from a VFM perspective (attendance and costs), via feedback sheets completed by attendees and by monitoring attendance.</p> <p>Annual PDR process which ensures that all employees have development plans and are set appropriate targets that are aligned to Council objectives.</p> <p>The short term People Strategy is operational. Compliance with the strategy is monitored via the CEO/Head of HR & OD 1:2:1's and via the Head of HR & OD/direct reports 1:2:1's. Summary notes of 1:2:1's are produced and actions arising documented and reviewed.</p> <p>Organisational Development Plan in place that is subject to IIP review. Interim IIP review (April 2007) acknowledged that significant progress has been achieved. Full re-assessment review planned for April 2008. See action 10.10.</p>

--

Procedures in place to monitor compliance with Contract Procedure Rules and Financial Regulations. Monitored by the Section 151 Officer.
--

--

Established Disabled User Group who meet regularly to consult and involve members of the community in the way we deliver our services.
--

--

Action Ref.	Action / Improvements
6.1	Completion of ICT equipment inventory.
6.2	Develop and implement a rolling programme for the replacement of ICT Desktop equipment.
6.3	To carry out Council systems upgrades of all systems and be adequately supported.
6.4	Develop and implement ICT Security Policy.
6.5	Implement ICT training for staff.
6.6	Helpdesk to identify potential problems areas to establish what necessary action is required.
6.7	Organise and hold regular meetings ICT and support areas to improve communication of ICT issues.

Action Ref.	Action / Improvements
7.1	Identify Local Area Agreement contribution and reward grant to help towards achieving the Worcestershire Community Plan.
7.2	Develop performance management framework for LSP.
7.3	Review contractual arrangements for partnerships involving Council money.
7.4	Develop clear objectives for LSP.
7.5	Develop and maintain risk register for Community Plan.
7.6	Develop and maintain a Corporate partnership register to identify where partnerships exists at BDC and the benefits.
7.7	Assess and determine whether the Council and Partnership objectives are aligned.

Action Ref.	Action / Improvements
8.1	Review Communications Strategy and action plan.
8.2	Tackle reputation management through developing improved Member communications e.g. member forums and meetings with group leaders.
8.3	Develop and implement a Communications Planner to identify communication issues and take necessary action to improve reputation management.
8.4	Organise regular meetings between Communications Manager and SMT to work together and identify any issues, taking necessary actions to tackle reputation management.
8.5	Develop and implement a Communication Policy Document.
8.6	Develop and provide communication skills training to advise those who need to be involved in interviews etc.
8.7	Work with the Editorial Panel to develop "Together Bromsgrove" and Council Tax leaflet that include Members, but is politically neutral.

Action Ref.	Action / Improvements
9.1	The completion of impact assessments in respect of all service functions policies and procedures.
9.2	Develop methods to improve collection and analysis of demographic data at service and corporate level including a central log of data for sharing.
9.3	Identify and provide any appropriate training for all members of the Equalities and Diversity Forum.
9.4	Establish a Youth Panel to attend regular meetings in order to identify specific equality and diversity issues.
9.5	Establish a Disabled Involvement Group to attend regular meetings to identify any specific equality and diversity issues.
9.6	Disability Equality Project worker to be employed on 6 month contract to undertake research to enable us to identify ways to integrate disability equality.
9.7	

Action Ref.	Action / Improvements
10.1	Workforce planning activity commencing April 07. Review work undertaken last year, engage a consultant to lead on completion of work prior to development of gap analysis and implementation.
10.2	Implement a Management Development Strategy to enhance skills, and improve capacity and Customer First principals. Strategy supports IIP accreditation.
10.3	Management Top Team programme concludes in April 2007. A mid-term evaluation will be carried out to assess the value of the Ashridge Leadership programme.
10.4	Implement Management competencies as part of 2007 PDR process for all Managers to help identify learning needs, provide pathways to promotion and set clear and consistent standards across the organisation.
10.5	Hold Management conferences during October 2007 to provide a sense of united leadership, improve management relationships and put across key messages.
10.6	Coaching and mentoring. Note: currently on hold.
10.7	Implement succession planning for staff and managers to ensure business continuity.

6.8		7.8	Develop a Corporate approach to identifying partnerships.	8.8	Establishment of Older People's Panel and Young Persons consultation mechanism in order to gain an understanding of any specific issues they have and their perspective of the Council and the services provided.	9.8		10.8	Investigate and take decisions in relation to NVQ for and basic skills courses for staff
6.9		7.9	CEO to organise and hold regular meetings with Worcestershire County Council's CEO and Leader to improve and develop relationships.	8.9	Develop and implement methods of testing the quality and frequency of team meetings. E.g. record of team meetings.	9.9		10.9	Professional competencies. Note: staff competencies put back to 2008/9. To be implemented in PDR year in 2009.
6.10		7.10		8.10		9.10		10.10	Implement the OD action plan and review monthly as part of CMT meetings. This is to achieve full IIP accreditation.
								10.11	Staff competency. Note: put on hold to 2008/09.

Key Objective: Ref. No. 11:	
Effective employee recruitment and retention Responsibility: Head of HR & OD	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	
Political	
Social	✓
Technical	✓
Legal	
Environmental	✓

Key Objective: Ref. No. 12	
Full compliance with all Health and Safety legislation Responsibility: Head of HR & OD	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	
Political	
Social	✓
Technical	
Legal	✓
Environmental	✓

Key Objective: Ref. No. 13	
Effective two tier working and Community Engagement Responsibility: CEO	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	
Political	✓
Social	✓
Technical	
Legal	
Environmental	✓

Key Objective: Ref. No. 14	
Successful implementation of Job Evaluation Responsibility: Head of HR & OD	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	
Legal	
Environmental	

Key Objective: Ref. No. 15	
All Council data is accurate and of high quality Responsibility: Assistant CEO and Head of E-Gov & Customer Services	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	✓
Legal	✓
Environmental	✓

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	High	Medium	Medium
Risk Colour (Score)		Risk Colour (Score)	
RED (9)		AMBER (4)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
Medium	Medium	Low	Medium
Risk Colour (Score)		Risk Colour (Score)	
AMBER (4)		GREEN (2)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	Medium	Medium	Medium
Risk Colour (Score)		Risk Colour (Score)	
RED (6)		AMBER (4)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	Medium	Medium	Medium
Risk Colour (Score)		Risk Colour (Score)	
RED (6)		AMBER (4)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	High	High	Medium
Risk Colour (Score)		Risk Colour (Score)	
RED (9)		RED (6)	

Current Key Controls
<p>New Head of HR & OD who provides a stable and consistent approach.</p> <p>Training and development opportunities supported by a 'healthy' training budget. Includes internal courses and attainment of professional qualifications, where appropriate. The Training Directory is updated on a quarterly basis to ensure that training opportunities are pro-active and responsive.</p> <p>Annual PDR process which delivers focus by ensuring that all employees, including the CEO, have development plans and are set appropriate targets that are aligned to Council objectives.</p> <p>The short term People Strategy is operational. Compliance with the strategy is monitored via the CEO/Head of HR & OD 1:2:1's and via the Head of HR & OD/direct reports 1:2:1's. Summary notes of 1:2:1's are produced and actions arising documented and reviewed.</p>

Current Key Controls
<p>Updated Health & Safety policy sets out aims and objectives for improving H&S at work. Includes organisational responsibilities and arrangements currently in force for achieving those objectives. Policy subject to regular review.</p> <p>Health and Safety training is mandatory for all new Members and Officers and is included within the Induction programme. Refresher training is provided for Fire Wardens and First Aiders and is included in the Training Directory for staff who choose refresher training.</p> <p>Government initiative to review long term sickness in public sector and reduce number of working days lost by 30% by 2010. Council has active engagement with the H&S Executive to deliver the reduction. Some of the key underlying work-related causes of sickness absence being addressed are work related stress, musculoskeletal disorder and slips & trips.</p> <p>H&S audits of the Council House, Depot, Sports Centres and Play Areas. A 90% compliance level has been achieved for each service and section. Individual reports are provided for Heads of Service that provide examples of methods of monitoring action plans.</p>

Current Key Controls
<p>Regular item on SMT & CMT agenda. Meetings are minuted and actions arising documented and reviewed.</p> <p>Parish Council Forum meets Quarterly. Actions arising are documented and reviewed.</p> <p>Quarterly Leaders from all the councils in Worcestershire meet with Chief Executive Officers. Actions arising documented and reviewed.</p> <p>Timely updates feature on Core Brief</p>

Current Key Controls
<p>Monthly meetings of the Single Status Working Group. A partnership approach adopted with the Unions with Union delegates being members of the Group and, therefore, have involvement in decision making process. Meetings are minuted and actions arising documented and reviewed.</p> <p>Regular updates provided to staff, for example, via Connect Bulletins and Intranet page.</p> <p>CMT share ownership of project with Single Status being a CMT agenda item.</p> <p>Job Evaluation Framework in operation. Key elements include procurement of software, identification of unique jobs, development of local conventions, evaluation of pilot scheme, appeals mechanism, agreed timetable for main evaluation exercise and WMLGA engaged to facilitate process.</p>

Current Key Controls
<p>On an annual basis each Head of Service submits Performance Indicator certificates to the Interim Senior Policy & Performance Officer.</p> <p>Reports protocols are in operation that require reports to be circulated to relevant Heads of Service for review/comment prior presentation to CMT and Cabinet.</p> <p>PI's are subject to exception checking by Corporate Communications, Policy and Performance Team, that is, are checked to Performance Indicator certificates.</p> <p>External Audit review data in accordance with Key Lines of Enquiry. For identified issues, action plans are implemented and reviewed.</p>

Headline items in Staff Forums and Briefing sessions held by Chief Executive Officer and Leader

Action Ref.	Action / Improvements	Action Ref.	Action / Improvements	Action Ref.	Action / Improvements	Action Ref.	Action / Improvements	Action Ref.	Action / Improvements
11.1	Develop close liaisons with Heads of Service and the Head of HR & OD to ensure early interventions, consultancy and action.	12.1	All major Health and Safety policies reviewed and mostly re-written. Now subject to consultation with HoS and Unions.	13.1	Leader to provide updates at Council meetings.	14.1	Conduct main evaluation exercise.	15.1	Cleanse of geographic data included within the Spatial Project.
11.2	Raise awareness with CMT of alternative service delivery options.	12.2	Review of risk assessments, practices and inspections to ensure compliant and demonstrate management controls.	13.2	CEO to work with other Councils to identify and monitor developments. Proactively engage staff in implementing alternative methods of working.	14.2	Determine Pay Protection policy. Trade Unions have been asked to set out their expectations and are keen to agree policy asap.	15.2	Publication of Data Quality Strategy and implement Action Plan linked to Audit Commission key lines of enquiry.
11.3	Implement the medium to long term actions within the HR Strategy, for example, review of HR policies.	12.3	Senior Management to promote health and safety via 1:2:1's, through the PDR process and as a DMT agenda item.	13.3	Identify and address issues (regarding the White Paper) through the LSP.	14.3	Translate JE scores into pay structure.	15.3	Development of Data Sharing Protocol for services.
11.4	Job Evaluation - see Key Objective "Successful implementation of Job Evaluation"	12.4	Raise awareness of Corporate Manslaughter implications across the Authority and inter- agencies via seminars and CMT meetings.	13.4	Organise regular meetings and pro-actively interact with Parishes.	14.4	Purchase pay modeller software.	15.4	
11.5	Workforce and succession planning activity. See action 10.7	12.5		13.5	Work with North Worcestershire to identify joint working opportunities.	14.5	Develop pay structure options.	15.5	
11.6	Investigate methods of improving the recruitment and selection process.	12.6		13.6	CEO and Leader to meet with Worcestershire County Council CEO and Leader in order to improve relations with the County.	14.6	Notify employees of results.	15.6	
11.7		12.7		13.7		14.7	TU ballot employees for acceptance. Although this is a Union action it is a key milestone within the JE project.	15.7	

11.8		12.8		13.8		14.8	Implement.	15.8	
11.9		12.9		13.9		14.9		15.9	
11.10		12.10		13.10		14.10		15.10	

Key Objective: Ref. No. 16	
The Council no longer in recovery Responsibility: CEO and Assistant CEO	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	✓
Legal	✓
Environmental	✓

Key Objective: Ref. No. 17	
Effective Projects Management Responsibility: Head of E-Gov & Customer Services and Head of Culture & Community	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	✓
Legal	✓
Environmental	✓

Key Objective: Ref. No. 18	
Effective Business Continuity (Adverse weather, industrial action, capacity etc) Responsibility: Head of Planning & Environment	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	✓
Legal	✓
Environmental	✓

Key Objective: Ref. No. 19	
Effective Business and Performance Management Responsibility: Assistant CEO	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	✓
Legal	✓
Environmental	✓

Key Objective: Ref. No. 20	
Effective Customer Focused Authority Responsibility: Assistant CEO and Head of E-Gov & Customer Services	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	✓
Legal	✓
Environmental	✓

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	High	Medium	Low
Risk Colour (Score)		Risk Colour (Score)	
RED (9)		GREEN (2)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	High	High	Medium
Risk Colour (Score)		Risk Colour (Score)	
RED (9)		RED (6)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	High	High	Medium
Risk Colour (Score)		Risk Colour (Score)	
RED (9)		RED (6)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	Medium	High	Low
Risk Colour (Score)		Risk Colour (Score)	
RED (6)		AMBER (3)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
Medium	Medium	Medium	Low
Risk Colour (Score)		Risk Colour (Score)	
AMBER (4)		AMBER (3)	

Current Key Controls
<p>Improvement plan in place addressing areas of concern. Plan is monitored on a monthly basis (by CMT, PMB, Executive Cabinet and Government Monitoring Board) and adjustments made as required. Meetings are minuted and actions arising are reviewed.</p> <p>In areas of concern additional resources made available. For example, staff drafted into Planning, Improvement Director funded as part of the Improvement plan.</p> <p>Demonstrable leadership from Portfolio holders with responsibilities linked to improvements action plan.</p>

Current Key Controls
<p>Project Management Methodology in place. Key elements of the Project Management framework documentation include project initiation, implementation and closure.</p> <p>Training in using the Project Management Methodology is available as detailed in the 2007/08 Training Directory.</p> <p>Monthly capital budget monitoring of actuals against targets and actions arising documented and reviewed.</p>

Current Key Controls
<p>Disaster Recovery site available at County Council. Site has servers; network connections; copies of systems and data. In the event of a disaster the site provides opportunity to link machines for core systems e.g. Academy, Agresso etc. The site has been subject to testing.</p> <p>Three year targets subject to annual review by CMT, PMB and Cabinet.</p> <p>Monthly monitoring of performance against targets and actions arising documented and reviewed.</p> <p>DMTs meet monthly to discuss performance and actions arising are documented and reviewed.</p> <p>Budget consultation focus groups meet regularly and actions arising are documented and reviewed.</p>

Current Key Controls
<p>Head of E-Gov & Customer Services and Head of Financial Services monitor adherence with the RLAs between Customer Service Centre and back office and action taken where required.</p> <p>PMB and CMT monitor adherence with the business plan, including adherence with Customer Service Standards, and action taken where required.</p> <p>Monthly management information on Customer Service Centre is reviewed and acted upon where issues and/or problems are flagged.</p> <p>Trained, experienced and professional staff, working to agreed policies and procedures and subject to continuous review.</p>

Current Key Controls
<p>Head of E-Gov & Customer Services and Head of Financial Services monitor adherence with the RLAs between Customer Service Centre and back office and action taken where required.</p> <p>PMB and CMT monitor adherence with the business plan, including adherence with Customer Service Standards, and action taken where required.</p> <p>Monthly management information on Customer Service Centre is reviewed and acted upon where issues and/or problems are flagged.</p> <p>Trained, experienced and professional staff, working to agreed policies and procedures and subject to continuous review.</p>

--	--	--	--	--

Action Ref.	Action / Improvements	Action Ref.	Action / Improvements	Action Ref.	Action / Improvements	Action Ref.	Action / Improvements
16.1	Utilise and allocate actions to Staff Champions to help address agenda.	17.1	Implement a mechanism to monitor projects compliance with the Project Management Framework.	18.1	Draft and implement a Business Continuity Plan that includes maintaining good relations with partners.	19.1	Improvement Plan away day to identify blockages to performance improvement.
16.2	PDR's used to focus attention by providing clarity of actions needed to improve.	17.2	Review Business Case element of the Project Management Framework document to ensure that it is fit for purpose.	18.2	Draft and implement a Disaster Recover Plan for ICT.	19.2	Set 2008/09 budget and link to performance targets (and future years).
16.3	Review and develop Improvement Plan to reflect changing environment via CMT meetings.	17.3		18.3	Undertake a business impact analysis.	19.3	Establish a series of Business Process Engineering reviews.
16.4	Develop and implement Performance Management Framework to provide monitoring of performance improvement, in particular, the spread of indicators across the quartiles.	17.4		18.4	Business continuity plans to be developed.	19.4	Development of integrated consultation, performance and budget timetable.
16.5	Implement a method of external challenge and support as part of Improvement Plan away day post election.	17.5		18.5	Services to be prioritised.	19.5	
16.6		17.6		18.6	Ensure that critical information is secure.	19.6	
16.7		17.7		18.7	Consider use of alternative premises.	19.7	
						20.1	Undertake a Customer Service peer review during May '07.
						20.2	Identify 5 areas to be subject to Charter Mark and develop actions plans.
						20.3	Procure and implement Customer Feedback software.
						20.4	Customer Service Advisers to attain a recognised qualification (NVQ) in Customer Service.
						20.5	Procure and install a queue management system at the CSC.
						20.6	Develop and implement a Corporate Access strategy, that is, provide a clear picture of how individuals access Council services.
						20.7	Develop and implement a Customer Service Centre Strategy.

16.8		17.8		18.8	Training and testing to be carried out.	19.8		20.8	
16.9		17.9		18.9	Introduce a programme to ensure that Business Continuity plans are regularly reviewed.	19.9		20.9	
16.10		17.10		18.10		19.10		20.10	

Service: Corporate		Current Position Key:
Service Area: N/A	RED	More than one month behind
	AMBER	One month behind
	GREEN	On Target

Key Obj. Ref. No.	Key Objective	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	2007/08 Qtr. 1 Position	Current Position Comments	2007/08 Qtr. 2 Position	Current Position Comments
1	Effective Financial Management Responsibility: Head of Financial Services	1.1	Internal Control Framework being reviewed to improve the control of financial management and ownership within the Authority.	Neil Shovell	Audit Services Manager	Sep-07				
		1.2	To demonstrate the relationship improvements to be made to linkage between financial management and Performance Management.	Jayne Pickering	Head of Financial Services	Sep-07				
		1.3	To document monthly meetings with Portfolio holders in relation to financial matters to enable more focus and understanding.	Jayne Pickering	Head of Financial Services	Jun-07				
		1.4	Further improvements to budget monitoring to include automatic generation of reports from the Agresso system and more accurate profiling of budgets.	Helen Coleman	Accountancy Services Manager	Sep-07				
		1.5	Review of Financial Regulations to ensure they are appropriate for the Council needs . To get sign off from each budget holder that they are aware and understand the fin regs and will comply with them.	Helen Coleman	Accountancy Services Manager	Dec-07				
		1.6	To undertake Training events for budget holders to ensure understanding of financial reports and improve financial decision making.	Jayne Pickering	Head of Financial Services	Jun-07				
		1.7	To implement the Purchase Order processing system to enable on-line ordering of goods and services and to account for commitments within the general ledger reports.	Helen Coleman	Accountancy Services Manager	Dec-07				
		1.8	To manage capital projects more effectively - through quarterly reports to members and more accurate profiling of budgets.	Helen Coleman	Accountancy Services Manager	Sep-07				
		1.9	To implement the actions relating to VFM within the service business plans and to review the achievement of outcomes quarterly.	Jayne Pickering	Head of Financial Services	Jul-07				
		1.10	To review the VFM strategy to ensure it is appropriate to delivery VFM improvements within the Council.	Jayne Pickering	Head of Financial Services	Dec-07				
		1.11	Develop and implement a more robust approach to budget consultation and challenge of bids.	Christine Sanders	Senior Corporate Policy and Performance Officers	Feb-08				

Key Obj. Ref. No.	Key Objective	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	2007/08 Qtr. 1 Position	Current Position Comments	2007/08 Qtr. 2 Position	Current Position Comments
2	Effective corporate leadership Responsibility: CEO	2.1	To implement Member development programme focusing on roles/responsibilities and discharge of duties.	Kevin Dicks	Chief Executive Officer	Ongoing throughout the course of the year				
		2.2	To organise and hold regular member forums with the CEO to proactively engage with Group Leaders.	Kevin Dicks	Chief Executive Officer	Ongoing but to start from June 2007				
		2.3	Review of Constitution to ensure it is appropriate for the Council needs.	Kevin Dicks	Chief Executive Officer	Updated by May 2007				
		2.4	To implement a Member Induction Programme to ensure roles and responsibilities are clearly communicated. Note: cross reference to programme when agreed.	Kevin Dicks	Chief Executive Officer	May-07				
		2.5	Organise Joint Member/CMT events to proactively improve development of the Top Team.	Kevin Dicks	Chief Executive Officer	Starting from June				
		2.6	To review the Council Priorities for 08/09 to ensure they are appropriate for the Council needs.	Kevin Dicks	Chief Executive Officer	Jul-07				
		2.7								
		2.8								
		2.9								
		2.10								
3	Effective Member / Officer relations Responsibility: CEO	3.1	Implement Member/Officer awareness training of the Constitution and working arrangements (KD)	Kevin Dicks	Chief Executive Officer	Starting from June				
		3.2	Code of Conduct training for new members	Claire Felton	Head of Legal and Democratic	June				
		3.3	Regular meetings with group leaders to address any areas of concern	Kevin Dicks	Chief Executive Officer	Starting from June				
		3.4								
		3.5								
		3.6								
		3.7								
		3.8								
		3.9								
		3.10								
4	Effective Member / Member relations Responsibility: Head of Legal & Democratic and Head of HR & OD	4.1	Review the scrutiny process to encourage involvement of back benchers in democratic process. (Action Ref 2.2 will also help to achieve involvement)	Claire Felton	Head of Legal and Democratic	Apr-07				
		4.2	Develop formal protocols for member / member operations.	Claire Felton	Head of Legal and Democratic	Apr-07				
		4.3	Undertake specific member coaching/ mentoring to proactively develop members e.g. visits to other councils.	Kevin Dicks	Chief Executive Officer	Starting from August				

Key Obj. Ref. No.	Key Objective	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	2007/08 Qtr. 1 Position	Current Position Comments	2007/08 Qtr. 2 Position	Current Position Comments
		4.4	Organise meetings with Group Leaders from BDC and other councils to share knowledge and experiences.	Kevin Dicks	Chief Executive Officer	Dec-07				
		4.5	Develop Member induction and Member development programmes to improve member capacity.	Kevin Dicks	Chief Executive Officer	May				
		4.6	Provide awareness training for Members to ensure media coverage and press releases are appropriate.	Claire Felton Joanne Pitman	Head of Legal and Democratic Head of HR & OD	Starting from August				

5	Full compliance with the Civil Contingencies Act Responsibility: Head of Planning & Environment	5.1	Develop and implement Emergency Planning training for staff and increase awareness of Emergency Planning Issues.	Phil Street/Dave Hammond	Corporate Director (Services) and Head of Planning and Environment Services	Apr-07		Emergency Plan launched 29th March 2007		
	Page 158	5.2	Organise series of meetings with partners e.g. Police, other bordering local authorities to increase familiarity with those involved and improve links with partnership organisations.	Phil Street/Dave Hammond	Corporate Director (Services) and Head of Planning and Environment Services	Sep-07		Organise series of meetings with partners to increase familiarity with those involved		
		5.3	Undertake a test of the Emergency Planning System and processes.	Phil Street/Dave Hammond	Corporate Director (Services) and Head of Planning and Environment Services and Head of HR and OD	Mar-08		Need to test procedures as part of review		
		5.4	Draft Business Continuity plans for Service areas.	Phil Street/Dave Hammond	Corporate Director (Services) and Head of Planning and Environment Services	On-going				
		5.5								
		5.6								
	5.7									
	5.8									
	5.9									
	5.10									

6	Maximising the benefits of investment in ICT equipment and training Responsibility: Head of E-Gov & Customer Services	6.1	Completion of ICT equipment inventory.	Deb Poole	Head of E Government and Customer Services	Oct-07				
		6.2	Develop and implement a rolling programme for the replacement of ICT Desktop equipment.	Deb Poole	Head of E Government and Customer Services	Sep-07				
		6.3	To carry out Council systems upgrades of all systems and be adequately supported.	Deb Poole	Head of E Government and Customer Services	Nov-07				
		6.4	Develop and implement ICT Security Policy.	Deb Poole	Head of E Government and Customer Services	Aug-07				
		6.5	Implement ICT training for staff.	Deb Poole	Head of E Government and Customer Services	Sep-07				

Key Obj. Ref. No.	Key Objective	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	2007/08 Qtr. 1 Position	Current Position Comments	2007/08 Qtr. 2 Position	Current Position Comments
		6.6	Helpdesk to identify potential problems areas to establish what necessary action is required.	Darren Webley	ICT Manager	Aug-07				
		6.7	Organise and hold regular meetings ICT and support areas to improve communication of ICT issues.	Darren Webley	ICT Manager	Sep-07				
		6.8								
		6.9								
		6.10								

7	Effective partnership working Responsibility: Assistant CEO and Head of Street Scene & Waste Management	7.1	Identify Local Area Agreement contribution and reward grant to help towards achieving the Worcestershire Community Plan.							
		7.2	Develop performance management framework for LSP.							
		7.3	Review contractual arrangements for partnerships involving Council money.							
		7.4	Develop clear objectives for LSP.							
		7.5	Develop and maintain risk register for Community Plan.							
		7.6	Develop and maintain a Corporate partnership register to identify where partnerships exists at BDC and the benefits.							
		7.7	Assess and determine whether the Council and Partnership objectives are aligned.							
		7.8	Develop a Corporate approach to identifying partnerships.							
		7.9	CEO to organise and hold regular meetings with Worcestershire County Council's CEO and Leader to improve and develop relationships.							
		7.10								

8	Effective communications (internal and external) Responsibility: Assistant CEO	8.1	Review Communications Strategy and action plan.	Anne Marie Darroch	Communications and Customer First Manager	Jul-07				
		8.2	Tackle reputation management through developing improved Member communications e.g. member forums and meetings with group leaders.	Anne Marie Darroch	Communications and Customer First Manager	Jul-07				
		8.3	Develop and implement a Communications Planner to identify communication issues and take necessary action to improve reputation management.	Anne Marie Darroch	Communications and Customer First Manager	Apr-07				

Key Obj. Ref. No.	Key Objective	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	2007/08 Qtr. 1 Position	Current Position Comments	2007/08 Qtr. 2 Position	Current Position Comments
		8.4	Organise regular meetings between Communications Manager and SMT to work together and identify any issues, taking necessary actions to tackle reputation management.	Anne Marie Darroch	Communications and Customer First Manager	Apr-07				
		8.5	Develop and implement a Communication Policy Document.							
		8.6	Develop and provide communication skills training to advise those who need to be involved in interviews etc.							
		8.7	Work with the Editorial Panel to develop "Together Bromsgrove" and Council Tax leaflet that include Members, but is politically neutral.	Anne Marie Darroch	Communications and Customer First Manager	Apr-07				
		8.8	Establishment of Older People's Panel and Young Persons consultation mechanism in order to gain an understanding of any specific issues they have and their perspective of the Council and the services provided.	Christine Sanders and Louise Berry	Senior Corporate Policy and Performance Officers	Sep-07				
		8.9	Develop and implement methods of testing the quality and frequency of team meetings. E.g. record of team meetings.							
		8.10								

9	Equalities and diversity agenda embedded across the Authority Responsibility: Head of Legal & Democratic Services	9.1	The completion of impact assessments in respect of all service functions policies and procedures.	Joanne Pitman	Head of HR & OD	Oct-07				
		9.2	Develop methods to improve collection and analysis of demographic data at service and corporate level including a central log of data for sharing.							
		9.3	Identify and provide any appropriate training for all members of the Equalities and Diversity Forum.	Claire Felton	Head of Legal & Democratic	Dec-07				
		9.4	Establish a Youth Panel to attend regular meetings in order to identify specific equality and diversity issues.							
		9.5	Establish a Disabled Involvement Group to attend regular meetings to identify any specific equality and diversity issues.	Claire Felton	Head of Legal & Democratic	Jun-07				

Key Obj. Ref. No.	Key Objective	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	2007/08 Qtr. 1 Position	Current Position Comments	2007/08 Qtr. 2 Position	Current Position Comments
		9.6	Disability Equality Project worker to be employed on 6 month contract to undertake research to enable us to identify ways to integrate disability equality.	Claire Felton	Head of Legal & Democratic	Apr-07				
		9.7								
		9.8								
		9.9								
		9.10								

10	Appropriate investment in employee development and training Responsibility: Head of HR & OD	10.1	Workforce planning activity commencing April 07. Review work undertaken last year, engage a consultant to lead on completion of work prior to development of gap analysis and implementation.	Joanne Pitman	Head of HR & OD	Oct-07				
		10.2	Implement a Management Development Strategy to enhance skills, and improve capacity and Customer First principals. Strategy supports IIP accreditation.	Joanne Pitman	Head of HR & OD	Oct-07				
		10.3	Management Top Team programme concludes in April 2007. A mid-term evaluation will be carried out to assess the value of the Ashridge Leadership programme.	Joanne Pitman	Head of HR & OD	Apr-07				
		10.4	Implement Management competencies as part of 2007 PDR process for all Managers to help identify learning needs, provide pathways to promotion and set clear and consistent standards across the organisation.	Joanne Pitman	Head of HR & OD	Oct-07				
		10.5	Hold Management conferences during October 2007 to provide a sense of united leadership, improve management relationships and put across key messages.	Joanne Pitman	Head of HR & OD	Oct-07				
		10.6	Coaching and mentoring. Note: currently on hold.	Joanne Pitman	Head of HR & OD	Oct-07				
		10.7	Implement succession planning for staff and managers to ensure business continuity.	Joanne Pitman	Head of HR & OD	Oct-07				
		10.8	Investigate and take decisions in relation to NVQ for and basic skills courses for staff	Joanne Pitman	Head of HR & OD	Jun-06				
		10.9	Professional competencies. Note: staff competencies put back to 2008/9. To be implemented in PDR year in 2009.	Joanne Pitman	Head of HR & OD	Feb-09				

Key Obj. Ref. No.	Key Objective	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	2007/08 Qtr. 1 Position	Current Position Comments	2007/08 Qtr. 2 Position	Current Position Comments
13	Effective two tier working and Community Engagement Responsibility: CEO	13.1	Leader to provide updates at Council meetings.	Roger Hollingworth	Leader	Ongoing				
		13.2	CEO to work with other Councils to identify and monitor developments. Proactively engage staff in implementing alternative methods of working.	Kevin Dicks	Chief Executive Officer	Ongoing				
		13.3	Identify and address issues (regarding the White Paper) through the LSP.	Kevin Dicks	Chief Executive Officer	Ongoing				
		13.4	Organise regular meetings and pro-actively interact with Parishes.	Kevin Dicks	Chief Executive Officer	Ongoing				
		13.5	Work with North Worcestershire to identify joint working opportunities.	Kevin Dicks	Chief Executive Officer	Ongoing				
		13.6	CEO and Leader to meet with Worcestershire County Council CEO and Leader in order to improve relations with the County.	Kevin Dicks	Chief Executive Officer	Ongoing				
		13.7								
		13.8								
		13.9								
		13.10								

Page 103

14	Successful Implementation of Job Evaluation Responsibility: Head of HR & OD	14.1	Conduct main evaluation exercise.	Joanne Pitman	Head of HR & OD	Oct-07				
		14.2	Determine Pay Protection policy. Trade Unions have been asked to set out their expectations and are keen to agree policy asap.	Joanne Pitman	Head of HR & OD	Dec-07				
		14.3	Translate JE scores into pay structure.	Joanne Pitman	Head of HR & OD	Dec-07				
		14.4	Purchase pay modeller software.	Joanne Pitman	Head of HR & OD	Oct-07				
		14.5	Develop pay structure options.	Joanne Pitman	Head of HR & OD	Jan-08				
		14.6	Notify employees of results.	Joanne Pitman	Head of HR & OD	TBD				
		14.7	TU ballot employees for acceptance. Although this is a Union action it is a key milestone within the JE project.	Joanne Pitman	Head of HR & OD	TBD				
		14.8	Implement.	Joanne Pitman	Head of HR & OD	Apr-08				
		14.9								
		14.10								

15	All Council data is accurate and of high quality Responsibility: Assistant CEO and Head of E-Gov & Customer Services	15.1	Cleanse of geographic data included within the Spatial Project.	Deb Poole	Head of E-Government and Customer Service	Mar-08				
----	---	------	---	-----------	---	--------	--	--	--	--

Key Obj. Ref. No.	Key Objective	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	2007/08 Qtr. 1 Position	Current Position Comments	2007/08 Qtr. 2 Position	Current Position Comments
		15.2	Publication of Data Quality Strategy and implement Action Plan linked to Audit Commission key lines of enquiry.	John Outhwaite	Senior Corporate Policy and Performance Officer	Aug-07				
		15.3	Development of Data Sharing Protocol for services.							
		15.4								
		15.5								
		15.6								
		15.7								
		15.8								
		15.9								
		15.10								

16	The Council no longer in recovery Responsibility: CEO and Assistant CEO	16.1	Utilise and allocate actions to Staff Champions to help address agenda.	Hugh Bennett	Assistant CEO	Ongoing				
		16.2	PDR's used to focus attention by providing clarity of actions needed to improve.	Kevin Dicks	Chief Executive Officer	Ongoing				
		16.3	Review and develop Improvement Plan to reflect changing environment via CMT meetings.	Kevin Dicks	Chief Executive Officer	Ongoing				
		16.4	Develop and implement Performance Management Framework to provide monitoring of performance improvement, in particular, the spread of indicators across the quartiles.	Hugh Bennett	Assistant CEO	Every month				
		16.5	Implement a method of external challenge and support as part of Improvement Plan away day post election.	Hugh Bennett	Assistant Chief Executive	Jun-07				
		16.6								
		16.7								
		16.8								
		16.9								
		16.10								

17	Effective Projects Management Responsibility: Head of E-Gov & Customer Services and Head of Culture & Community	17.1	Implement a mechanism to monitor projects compliance with the Project Management Framework.	Deb Poole	Head of E Government and Customer Services	Dec-07				
		17.2	Review Business Case element of the Project Management Framework document to ensure that it is fit for purpose.	Deb Poole	Head of E Government and Customer Services	Sep-07				
		17.3								
		17.4								
		17.5								
		17.6								
		17.7								
		17.8								
		17.9								
		17.10								

Key Obj. Ref. No.	Key Objective	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	2007/08 Qtr. 1 Position	Current Position Comments	2007/08 Qtr. 2 Position	Current Position Comments
18	Effective Business Continuity (Adverse weather, industrial action, capacity etc) Responsibility: Head of Planning & Environment	18.1	Draft and implement a Business Continuity Plan that includes maintaining good relations with partners.	Phil Street	Corporate Director (Services)	Dec-07				
		18.2	Draft and implement a Disaster Recover Plan for ICT.	Darren Webley	ICT Manager	Jan-08				
		18.3	Undertake a business impact analysis.	Phil Street	Corporate Director (Services)	Dec-07				
		18.4	Business continuity plans to be developed.	Phil Street	Corporate Director (Services)	Dec-07				
		18.5	Services to be prioritised.	Phil Street	Corporate Director (Services)	Dec-07				
		18.6	Ensure that critical information is secure.	Phil Street	Corporate Director (Services)	Dec-07				
		18.7	Consider use of alternative premises.	Phil Street	Corporate Director (Services)	Dec-07				
		18.8	Training and testing to be carried out.	Phil Street	Corporate Director (Services)	Dec-07				
		18.9	Introduce a programme to ensure that Business Continuity plans are regularly reviewed.	Phil Street	Corporate Director (Services)	Dec-07				
		18.10								

19 165	Effective Business and Performance Management Responsibility: Assistant CEO	19.1	Improvement Plan away day to identify blockages to performance improvement.	Hugh Bennett	Assistant Chief Executive	Apr-07				
		19.2	Set 2008/09 budget and link to performance targets (and future years).	Jayne Pickering	Head of Financial Services	Feb-08				
		19.3	Establish a series of Business Process Engineering reviews.	Deb Poole	Head of E-Government and Customer Service	Nov-07				
		19.4	Development of integrated consultation, performance and budget timetable.							
		19.5								
		19.6								
		19.7								
		19.8								
		19.9								
		19.10								

20	Effective Customer Focused Authority Responsibility: Assistant CEO and Head of E-Gov & Customer Services	20.1	Undertake a Customer Service peer review during May '07.	Sharon Sharpe	Customer First Officer	Sep-08				
		20.2	Identify 5 areas to be subject to Charter Mark and develop actions plans.	Sharon Sharpe	Customer First Officer	Dec-07				
		20.3	Procure and implement Customer Feedback software.	Sharon Sharpe	Customer First Officer	Jun-07				
		20.4	Customer Service Advisers to attain a recognised qualification (NVQ) in Customer Service.	Hugh Bennett	Assistant Chief Executive	May-07				

Key Obj. Ref. No.	Key Objective	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	2007/08 Qtr. 1 Position	Current Position Comments	2007/08 Qtr. 2 Position	Current Position Comments
		20.5	Procure and install a queue management system at the CSC.	Roger Horton	CSC Manager	Jun-07				
		20.6	Develop and implement a Corporate Access strategy, that is, provide a clear picture of how individuals access Council services.	Deb Poole	Head of E Government and Customer Services	Sep-07				
		20.7	Develop and implement a Customer Service Centre Strategy.	Roger Horton	CSC Manager	Aug-07				
		20.8								
		20.9								
		20.10								

21		21.1								
		21.2								
		21.3								
		21.4								
		21.5								
		21.6								
		21.7								
		21.8								
		21.9								
		21.10								

22		22.1								
		22.2								
		22.3								
		22.4								
		22.5								
		22.6								
		22.7								
		22.8								
		22.9								
		22.10								

Date:

APPENDIX 4

Risk Scorecard

Category	IMPACT		
	LOW	MEDIUM	HIGH
Financial	< £150k Minor non-compliance with internal financial procedures	£150k - £300k Significant non-compliance with internal financial procedures	> £300k Major non-compliance with internal financial procedures
Political	Minor issues identified by assurance reviews Minor adverse Local media Minor BVPI issues	Significant issues identified by assurance reviews Significant adverse Local media Significant BVPI issues	Major issues identified by assurance reviews Major adverse Local, Regional or National media Major BVPI issues
Social	Service delay Stakeholders consulted and concerns considered	Service suspended Limited stakeholder consultation	Service cancelled Stakeholders not consulted and concerns not considered
Technical	Minor system problems Minor impact on resources (staff, equipment, buildings, etc.)	Significant system problems Significant impact on resources (staff, equipment, buildings, etc.)	Major system problems Major impact on resources (staff, equipment, buildings, etc.)
Legal	Minor non-compliance with legislation or statutory requirements Minor penalty or warning	Significant non-compliance with legislation or statutory requirements Significant penalty or warning	Major non-compliance with legislation or statutory requirements Major penalty or warning
Environmental	Minor District health or cleanliness issues Minor schemes not consistent with stakeholder expectations	Significant District health or cleanliness issues Significant schemes not consistent with stakeholder expectations	Major District health or cleanliness issues Major schemes not consistent with stakeholder expectations

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

Risk Matrix

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

This page is intentionally left blank