



**BROMSGROVE DISTRICT COUNCIL**

**CABINET**

**WEDNESDAY, 2ND JULY, 2008 AT 6.00 P.M.**

**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., Mrs. M. A. Sherrey JP, R. D. Smith, 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 meetings of the Cabinet held on 4th June 2008 and 30th June 2008 (to follow) (Pages 1 - 4)
4. To receive the minutes of the meetings of the Audit Board held on 9th June 2008 and 25th June 2008 (to follow)
5. To receive the minutes of the meeting of the Performance Management Board held on 17th June 2008 (Pages 5 - 8)
6. To receive the minutes of the meeting of the Scrutiny Steering Board held on 22nd May 2008. (Pages 9 - 14)
7. Concessionary Parking - Recommendation from Scrutiny Steering Board (Pages 15 - 28)
8. Dolphin Centre Phase 2 Update (Pages 29 - 32)
9. National Changes to Modernise the Disabled Facilities Grant Programme (Pages 33 - 46)
10. Review of the Refuse and Recycling Operation (Pages 47 - 54)
11. Value for Money Strategy (Pages 55 - 70)

12. Civil Parking Enforcement (Pages 71 - 82)
13. Energy Efficiency Group Update (Pages 83 - 92)
14. Improvement Plan Exception Report (April 2008) (Pages 93 - 104)
15. New Improvement Plan 2008-2009 (Pages 105 - 172)
16. 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

23rd June 2008

## BROMSGROVE DISTRICT COUNCIL

### MEETING OF THE CABINET

WEDNESDAY, 4TH JUNE 2008, AT 6.00 P.M.

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

Observers: Councillor S. R. Peters

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

#### 1/08 APOLOGIES

No apologies for absence were received.

#### 2/08 DECLARATIONS OF INTEREST

Councillor Mrs. J. M. L. A. Griffiths declared a prejudicial interest in agenda item 8 (Artrix Operating Trust – Service Level Agreement), as a member of the Operating Trust of Bromsgrove Arts Centre. During consideration of this matter Councillor Mrs. Griffiths left the room.

Councillor Mrs. M. A. Sherrey JP declared a prejudicial interest in agenda item 8 (Artrix Operating Trust – Service Level Agreement), as a member of the Operating Trust of Bromsgrove Arts Centre. During consideration of this matter Councillor Mrs. Sherrey left the room.

Councillor R. D. Smith declared a prejudicial interest in agenda item 8 (Artrix Operating Trust – Service Level Agreement), as a member of the Operating Trust of Bromsgrove Arts Centre. During consideration of this matter Councillor Smith left the room.

#### 3/08 MINUTES

The minutes of the meeting of the Cabinet held on 30th April 2008 were submitted.

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

#### 4/08 SCRUTINY STEERING BOARD

The minutes of the Scrutiny Steering Board held on 29th April 2008 were submitted.

**RESOLVED:**

- (a) that the minutes be noted; and
- (b) that in future the need for Portfolio Holders to attend meetings of the Scrutiny Board be determined at the Briefing Meeting held prior to each meeting of the Board.

5/08 **PERFORMANCE MANAGEMENT BOARD**

The minutes of the Performance Management Board held on 20th May 2008 were submitted.

**RESOLVED:**

- (a) that the recommendation contained in minute 8/08(a) be extended to request Portfolio Holders to prioritise as many key points from the Quality of Life survey as they feel appropriate for inclusion in their respective service plans in due course;
- (b) that the composition and governance structure of the proposed Hagley and Rural Area Committee be referred to the Audit Board for consideration; and
- (c) that the remainder of the minutes of the meeting be noted.

6/08 **LOCAL DEVELOPMENT FRAMEWORK WORKING PARTY**

The minutes of the meeting of the Local Development Framework Working Party held on 29th May 2008 were submitted.

**RESOLVED:**

- (a) that the minutes of the meeting be noted and the recommendations be approved; and
- (b) that in relation to minute 8/08 (Bromsgrove Town Centre Area Action Plan Issues and Options Consultation), the authority to approve the consultation documents be delegated to the Chairman of the Local Development Framework Working Party in order to avoid delaying the consultation process.

7/08 **CAR PARK EXCESS CHARGE RATE**

The Cabinet considered a report relating to the possible of introduction of a reduced charge of ten pounds if the car park excess charge was paid within one working day. The cost implications of the proposal were considered and it was noted that a report relating to Civil Parking Enforcement was scheduled for consideration by Cabinet in July 2008. Following discussion it was

**RESOLVED** that no action be taken at present to amend the excess charge rate payable under the existing scheme but that consideration be given to the

amendment of the rate payable as part of the forthcoming report on Civil Parking Enforcement.

8/08 **ARTRIX OPERATING TRUST - SERVICE LEVEL AGREEMENT**

The Cabinet considered a report on the proposed introduction of a Service Level Agreement between the Council and the Artrix Operating Trust relating to the provision of services at the Artrix. It was intended that a Service Level Agreement would formalise the Council's relationship with the Artrix and would assist with driving performance improvements.

**RESOLVED:**

- (a) that the requirement for a Service Level agreement with the Artrix Operating Trust be approved;
- (b) that authority to agree the detail of the Service Level Agreement in line with the draft attached to the report and with the various Agreements, Declarations of Trust and Trust Deeds relating to the Artrix, be delegated to the Head of Street Scene and Community in consultation with the Head of Legal, Equalities and Democratic Services and the relevant Portfolio Holders.

9/08 **HOUNDSFIELD LANE CARAVAN SITE**

Consideration was given to the report on the options for the future of the Gypsy and Travellers site at Houndsfield Lane, Wythall. The report set out the need to address issues relating to the future management and maintenance of the site together with the possible refurbishment which may be required. It was noted that a Gypsy and Traveller Assessment commissioned by the South Housing Market Area Partnership had recently been undertaken.

**RESOLVED** that officers be requested to further investigate options 3 and 4 set out in the report and to report back to Cabinet on the potential terms which could be negotiated in relation to the transfer of the Houndsfield Lane Caravan site to an alternative organisation.

10/08 **CAPITAL PROGRAMME INCREASE - PLAY AREA BRIAR CLOSE**

The Cabinet considered a report on a proposed increase in the Council's Capital Programme for 2008/2009 to facilitate the refurbishment and enhancement of the play area at Briar Close, Lickey End prior to adoption by the Council. It was noted that the cost of the works required in order to bring the play area to an acceptable standard was £28,000 which would be met by the company which had developed Hamilton Gardens, Lickey End. In order to ensure there was no delay in undertaking the necessary works it would however be necessary to include the cost of the works within the Capital Programme for 2008/2009.

**RECOMMENDED** that the Capital Programme for 2008/2009 be amended to include the sum of £28,000 in respect of the refurbishment/enhancement of the Briar Close Play area on the basis set out in the report.

11/08 **IMPROVEMENT PLAN EXCEPTION REPORT (MARCH 2008)**

Consideration was given to the updated Improvement Plan Exception Report for March 2008, together with the corrective action being taken.

**RESOLVED:**

- (a) that the revisions to the Improvement Plan Exception Report and the corrective action being taken be noted; and
- (b) that it be noted that of the 135 actions highlighted within the Plan for March 2008, 86.7% of the Plan was on target (green), 7.4% was one month behind (amber) and 1.5% was over one month behind (red). 4.4% of actions had been rescheduled or suspended with approval.

12/08 **SUB NATIONAL REVIEW OF ECONOMIC DEVELOPMENT AND REGENERATION**

Consideration was given to a report seeking views on the Government's consultation paper "Prosperous Places: Taking Forward the Review of Sub National Economic Development and Regeneration".

**RESOLVED** that the proposed responses to the consultation document as set out in section 4.2 of the report be endorsed and forwarded to the Department for Communities and Local Government.

13/08 **CUSTOMER PANEL 2 SURVEY RESULTS**

The Cabinet considered a report on the findings of the second Customer Panel Survey undertaken in February/March 2008. Following discussion it was

**RESOLVED** that the results of the survey be noted and utilised by Portfolio Holders and officers to assist with the review of the Council's corporate priorities and key deliverables and in the annual business planning process.

The meeting closed at 7.07 p.m.

Chairman

## BROMSGROVE DISTRICT COUNCIL

### MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 17TH JUNE 2008, AT 6.00 P.M.

PRESENT: Councillors J. T. Duddy (Chairman), C. B. Taylor (Vice-Chairman), Mrs. M. Bunker, Miss D. H. Campbell JP and Mrs. A. E. Doyle

Observers: Councillors Dr. D. W. P. Booth JP, R. Hollingworth and Mrs. M. A. Sherrey JP

Officers: Mr. T. Beirne, Mr. H. Bennett, Mr. M. Bell, Ms. J. Pitman, Mr. J. Godwin and Ms. R. Cole.

#### 13/08 APOLOGIES FOR ABSENCE

No apologies for absence were received.

#### 14/08 DECLARATIONS OF INTEREST

Councillor Miss D. H. Campbell declared a prejudicial interest in agenda item 4 (Artrix Operating Trust – Service Level Agreement), as a member of the Operating Trust of Bromsgrove Arts Centre. During consideration of this item Councillor Miss Campbell left the room.

#### 15/08 MINUTES

The minutes of the meeting of the Performance Management Board held on 20th May 2008 were submitted.

**RESOLVED** that the minutes be approved as a correct record subject to it being noted that

- (a) the Labour Group had not put forward a nomination for the Board; and
- (b) in relation to minute 9/08 (Spatial Project Monitoring Report), the FM2 element of the project would be submitted to Cabinet and then to Council.

#### 16/08 ARTRIX OPERATING TRUST - SERVICE LEVEL AGREEMENT

At the invitation of the Chairman, Councillor R. Hollingworth, Portfolio Holder for Youth and Leisure addressed the Board on this item.

The Board gave consideration to a report which had also recently been considered by Cabinet on the proposed Service Level Agreement (SLA) between the Council and the Artrix Operating Trust for the provision of services at the Arts Centre. It was reported that whilst the Council was committed to providing the Artrix with annual funding up to £120,000 for the

provision of community services for a period of ten years from the opening date of 2005, there was at present no formal SLA between the Council and the Artrix Operating Trust. The community programme had therefore been developed by operational staff at the Artrix and was not shaped by the Council's values or priorities.

The proposed SLA had been developed by Council officers and the Operating Trust's officers and was intended to address the issues of ensuring that the community programme reflected the Council's priorities, that best practice operating systems and procedures were delivered and that a performance framework was established to enable expected outcomes from the funding provided could be reviewed and revised as appropriate.

The Performance Management Board noted that a performance report in relation to the Artrix was contained in the Board's Work Programme for November 2008.

**RESOLVED** that the report, together with the resolutions from the Cabinet meeting held on 4th June 2008 be noted.

17/08 **IMPROVEMENT PLAN EXCEPTION REPORT (APRIL 2008)**

The Board gave consideration to the Improvement Plan Exception report for April 2008, together with the corrective action being taken as set out in Appendix 1 to the report. In response to a request from Members the Assistant Chief Executive undertook to circulate the latest figures in relation to Disabled Facilities Grants.

**RESOLVED:**

- (a) that the revisions to the Improvement Plan Exception report, together with the corrective action being taken be noted; and
- (b) that it be noted that for the 111 actions highlighted for April within the Plan, 83.8% were on target (green), 7.2% were one month behind (amber) and 2.7% were over one month behind (red). It was also noted that 6.3% of actions had been rescheduled (or suspended), with approval.

18/08 **SPATIAL PROJECT MONITORING REPORT**

Members gave consideration to a report which detailed the progress made in respect of the implementation of the Spatial Project in the last month.

At the invitation of the Chairman, Councillor Dr. D. W. P. Booth, Portfolio Holder for ICT and Major Projects, addressed the Board and stated that implementation was still on target and within budget. He also confirmed that a report relating to the FM2 stage of the project would be submitted to Cabinet and then to Council.

**RESOLVED** that the report be noted and a further update be given at the next meeting of the Board.



19/08 **MONTHLY PERFORMANCE REPORT - PERIOD 1 (APRIL 2008)**

The Board gave consideration to a report on the Council's performance as at April 2008 (period 1). The Assistant Chief Executive referred to the significant changes made by central government to the performance indicator set. In view of the replacement of the Best Value Performance Indicators with a set of National Indicators, many of which were not applicable to District Councils, a revised set of indicators had been introduced, comprising some of the National Indicators together with local indicators. As a consequence of the change to National Indicators there were now no quartile figures. For some of the new indicators no targets had been set although this would be undertaken in future years when benchmarking information was available.

At the invitation of the Chairman, Councillor Mrs. M.A. Sherrey, portfolio holder for Street Scene and Community Safety, referred to the new targets which had been set for the local indicators relating to the number of missed collections of household waste and recycle waste. On reflection it was felt that the targets set in this regard had been too onerous particularly in view of the small numbers of missed collections compared to the number of households visited.

It was also requested that in respect of the indicator relating to fly tipping, additional information be included within the commentary on the number of incidents compared with the previous year.

**RESOLVED:**

- (a) that the changes to the performance indicator set and the consequences for performance reporting as set out in the report be noted; and
- (b) that the performance figures for April 2008 as set out in Appendix 2 to the report be noted.

**RECOMMENDED** that the Cabinet be requested to agree to the revision of the targets for the local indicators relating to missed collections of household waste to 1400 (from 900) and of recycle waste to 600 (from 200), bearing in mind that if these targets are met this would still demonstrate a significant improvement in performance from the previous year.

20/08 **WORK PROGRAMME 2008/2009**

Consideration was given to a report on the Board's updated work programme for 2008/2009.

**RESOLVED** that the report be noted.

The meeting closed at 7.00 p.m.

Chairman

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# Agenda Item 6

## BROMSGROVE DISTRICT COUNCIL

### SPECIAL MEETING OF THE SCRUTINY STEERING BOARD

THURSDAY, 22ND MAY 2008 AT 6.00 P.M.

PRESENT: Councillors A. N. Blagg, Mrs. M. Bunker, S. R. Colella, Dr. G. H. Lord,  
D. L. Pardoe and C. B. Taylor

Observers: Councillor Mrs. J. D. Luck and Councillor S. R. Peters

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

1/08 **ELECTION OF CHAIRMAN**

**RESOLVED** that Councillor D. L. Pardoe be elected Chairman of the Board for the ensuing municipal year.

2/08 **ELECTION OF VICE-CHAIRMAN**

**RESOLVED** that Councillor Dr. G. H. Lord be elected as Vice-Chairman for the ensuing municipal year.

3/08 **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

(It was noted that a Labour nominee was awaited.)

4/08 **DECLARATIONS OF INTEREST**

No declarations of interest or whipping arrangements were made.

5/08 **MINUTES**

The minutes of the meeting of the Scrutiny Steering Board held on 29th April 2008 were submitted.

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

6/08 **ENERGY EFFICIENCY GROUP UPDATE**

The Board considered an update of the work of the Energy Efficiency Group which was established to promote and pursue actions to secure more efficient energy use by the Council.

The Executive Director - Partnerships and Projects, Mr. Street, informed Members that the primary purpose of the Energy Efficiency Group was to monitor the implementation of the recommendations made by the Energy Savings Trust and it was reported that considerable progress had been made, as detailed within the appendix to the report. He stated that the Energy Efficiency Group had met twice and a third meeting was planned.

It was explained that the Group had also begun to consider wider sustainability issues as many of the recommendations in the Energy Savings Trust report were inter-linked with other aspects of the Council's activities. This led to a brief discussion as there was a concern that sustainability was not formally one of the Council's priorities.

There were also questions raised relating to Asset Management, the role of the Audit Board in relation to the Council's use of resources and the Asset Management Plan, partnership working with Worcestershire County Council, links with the Bromsgrove Strategic Partnership, funding received from Defra and possible funding for training from Carbon Trust.

**RESOLVED:**

- (a) that the report be noted; and
- (b) that the Executive Director - Partnerships and Projects explore what grants may be available to the Council for training in relation to Energy Efficiency, particularly from Carbon Trust.

7/08

**FORWARD PLAN**

The Head of Legal, Equalities and Democratic Services, Mrs. C. Felton, explained that historically, the Forward Plan had presented limited information whereas the new format provided more details on key decisions. Therefore, it was hoped the new version would be more meaningful for the Scrutiny Steering Board.

It was stated that the Forward Plan included all key decisions to be taken over the next four months as well as non-key decisions. It was clarified that the non-key decisions with an asterisk (\*) were decisions which would be taken by the full Council.

Positive feedback on the new format of the Forward Plan was received from Members of the Board and it was confirmed that the Forward Plan would continue to be updated and published on a monthly basis.

Questions were raised on a number of items contained within the Forward Plan including Single Status (Job Evaluation), the future of Bromsgrove Museum, Gypsy Site Provision Review and Civil Parking Enforcement (also known as decriminalised parking).

It was felt that Bromsgrove Town Centre Issues and Options (item number 18 on the Forward Plan) was an important area with strong public concern and therefore more information was requested. The Executive Director - Partnerships and Projects, Mr. Street, stated that other Members had also

requested further information and consequently a Briefing had been compiled. The Board was also informed that there would be a Bromsgrove Town Centre Issues and Options Consultation in June 2008 where the Council would be consulting with statutory consultees, key stakeholders, Councillors and members of the public. It was suggested that the Consultation Report could be placed on the Agenda for the next meeting of the Board.

**RESOLVED:**

- (a) that the Forward Plan be noted; and
- (b) that the Bromsgrove Town Centre Issues and Options Consultation Report be included on the Agenda for the next Scrutiny Steering Board meeting on 1st July 2008.

8/08 **WORK PROGRAMME**

Due to the change in membership of the Scrutiny Steering Board and the need to clarify how the Board would like to progress items on the work programme, Members considered all topics included on the work programme.

**Anti-Social Behaviour and Alcohol Free Zones Task Group**

It was explained that due to confusion at the last meeting, it was uncertain whether Members had received the opportunity to evaluate all the candidates fully or consider other available options such as having a slightly larger group.

Various options relating to the future of the Anti-Social Behaviour and Alcohol Free Zones Task Group were discussed including splitting the Task Group back into two separate Task Groups (Anti-Social Behaviour Task Group and an Alcohol Free Zones Task Group) as originally agreed, amending the terms of reference or disbanding the Task Group altogether and scrutinising a different issue.

With regard to the membership of the Task Group, the Board was informed that since the report had been compiled, both Councillor Mrs. McDonald and Councillor McDonald had contacted the Committee Services Officer stating that they wished to withdraw from the Task Group.

Although it was acknowledged that Task Groups did not have to be politically balanced, both Members of the Board and officers believed that cross-party working was important.

**Refuse and Recycling Task Group – Value for Money (VFM)**

The Board agreed that the additional piece of work relating to VFM was a key scrutiny exercise as VFM was one of the Council's priorities. Therefore, it was felt that the Task Group Members should be contacted to ensure they were willing to undertake the investigation.

The suggested terms of reference were also discussed and it was questioned whether customer satisfaction levels needed to be included.

### Concessionary Parking for the over 60s

Mr. Bateman's comments, relating to the need to collect six months worth of data before the issue could be properly investigated, was considered. It was also discussed whether or not this issue was better placed on the work programme for the Performance Management Board.

### 'Older People' and 'Senior Citizens'

Councillor Mrs. Bunker informed the new Members of the Board that, with the help of the Assistant Chief Executive, a rural and an urban focus group were being set up by the Policy and Performance Team to find out the views of older people. It was intended that this would enable Members to better decide the issues to be scrutinised.

It was believed by the Board that there was no distinction between the topic 'Older People' which was already on the work programme and the topic 'Senior Citizens' which had been put forward at the last meeting of the Board.

### Climate Change

The Board was informed that Members had previously decided to include the topic of Climate Change on the work programme. However, to avoid duplicating the work of the Energy Efficiency Project Group, it had been agreed that the Board would request a progress update report to assist them in determining whether or not further scrutiny of this topic was required. As the Board had considered the Energy Efficiency Group Progress Update Report earlier in the meeting, Members discussed whether or not climate change needed to remain on its work programme.

### Joint Countywide Scrutiny on Flooding

There was a brief discussion relating to the Joint Countywide Scrutiny on Flooding in relation to the Council's representative.

It was confirmed that Councillor Pardoe, as the new Scrutiny Steering Board Chairman, would be expected to attend meetings of the Worcestershire Chairmen and Vice-Chairmen Network.

### **RESOLVED:**

- (a) that the Anti-Social Behaviour and Alcohol Free Zones Task Group continue as one Task Group with the terms of reference as agreed at the previous Board Meeting and with the following Members: Councillors K. Taylor (Chairman), Mrs. M. Bunker, Mrs. H. Jones, Mrs. C. J. Spencer and C. J. Tidmarsh;
- (b) that, on behalf of the Board, a letter be sent to all Members emphasising the importance of cross-party working and requesting that if any Member would like to join the Anti-Social Behaviour and Alcohol Free Zones Task Group they inform the Board via the Committee Services Officer;

- (c) that Members of the Refuse and Recycling Task Group be contacted to find out if they are willing to undertake the additional piece of work relating to Value for Money;
- (d) that it be noted that the Value for Money Training for Members is scheduled to be held on 11th June 2008;
- (e) that the suggested terms of reference (attached as appendix 3 to the report) be approved, subject to customer satisfaction levels being included;
- (f) that due to the need of appropriate data relating to the concessionary parking for over 60s, the Task Group be disbanded;
- (g) that the topic relating to Older People remain on the work programme and the topic 'Senior Citizens' be removed;
- (h) that the Assistant Chief Executive be requested to update Councillor Mrs. Bunker on the progress of the Older People Focus Groups;
- (i) that the topic Climate Change be removed from the work programme;
- (j) that, due to the change in the Board's Chairman, Councillor Pardoe be nominated as the Council's representative on the Joint Countywide Scrutiny on flooding; and
- (k) that the work programme for the Board be updated accordingly.

**RECOMMENDED** that the Cabinet request that the Performance Management Board considers a report on concessionary parking for over 60s once six months worth of data has been compiled (as requested by a member of the public, Mr. Bateman).

The meeting closed at 7.35 p.m.

Chairman

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## BROMSGROVE DISTRICT COUNCIL

### CABINET

2ND JULY 2008

#### CONCESSIONARY PARKING FOR OVER 60s

Responsible Portfolio Holder	Portfolio Holder for Street Scene and Community Safety Portfolio Holder for Legal and HR
Responsible Head of Service	Head of Street Scene and Community
Non-Key Decision	

#### 1. SUMMARY

- 1.1 This report relates to a scrutiny request received from a member of the public on concessionary parking for over 60s.

#### 2. RECOMMENDATIONS

- 2.1 It is recommended that the Cabinet refers this matter to the Performance Management Board requesting Members of that Board to consider an officer report on concessionary parking for the over 60s once six months worth of the necessary data is available.

#### 3. BACKGROUND

- 3.1 An online scrutiny form was completed by Mr. Bateman, a member of the public and a representative from the Older People's Forum, on 20th March 2008 which provided the following information:

*"Sir, We the members of the Older People's Forum would welcome a proper evaluation to be made of the 'savings' to be made by removing the 30 concession.*

*To count the cars displaying a permit on one day on one car park to estimate potential savings of 90/120K is quite frankly a nonsense.*

*Charles Bateman"*

- 3.2 Mr. Bateman asked for the opportunity to expand on the online form he had completed and attached as **Appendix 1** is his letter and enclosures dated 7th April 2008.
- 3.3 The Scrutiny Steering Board considered the scrutiny request from Mr. Bateman at its meeting on 29th April 2008. Some Members of the

Board believed that due to the lack of reliable data available to carry out an in-depth scrutiny at the present time, an officer report should be requested when six months worth of data (March – August 2008) had been compiled to enable the Scrutiny Steering Board to consider the matter properly.

- 3.4 The Scrutiny Steering Board agreed to include this issue on its work programme and following the meeting Mr. Bateman sent the email below to Members of the Board on 1st May 2008:

“Dear Councillor,

Thank you for your understanding of our concerns. We will monitor car park revenue monthly and compare it to the revenue for the same month in the previous year. We will also monitor the number of £200 and £300 permits sold to persons over the age of 60. We believe that for this data to have any significance the data should be collected for at least 6 months. If, as we expect, increased revenue is less than that forecast, we will request another hearing by the scrutiny board. The car park income for March 2007 was £112k and for March 2008 was £103k, over one month this is not significant. However, it may be a reflection of resistance to increased charges.

Yours faithfully,  
Charles Bateman.”

- 3.5 Due to the change in membership of the Scrutiny Steering Board following Annual Council, the Scrutiny Steering Board reconsidered all items on its work programme at its last meeting held on 22nd May 2008, including concessionary parking for the over 60s.
- 3.6 At that meeting, the Scrutiny Steering Board agreed that the Performance Management Board would be the appropriate Board to look at this particular issue and therefore it was recommended that this matter should be referred to the Performance Management Board by the Cabinet, hence this report.
- 3.7 It should be noted that Mr. Bateman is being kept up to date on the progress of this matter.

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

- 4.1 There are no financial implications directly relating to this report.

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

- 5.1 There are no legal implications directly relating to this report.

#### **6. COUNCIL OBJECTIVES**

- 6.1 This report does not directly relate to the Council’s Objectives.

**7. RISK MANAGEMENT**

7.1 There are no risk management issues directly relating to this report.

**8. CUSTOMER IMPLICATIONS**

8.1 There are no customer implications directly relating to this report. However, it should be pointed out that this issue has been raised by a local resident and customer of the Council and therefore Members are urged to give careful consideration to this request.

**9. EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 There are no implications directly relating to this report for the Council's Equalities and Diversity Policies. However, if this issue was considered further by the Performance Management Board, Members would need to consider such implications.

**10. VALUE FOR MONEY IMPLICATIONS**

10.1 There are no Value for Money implications directly relating to this report.

**11. OTHER IMPLICATIONS**

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

**12. OTHERS CONSULTED ON THE REPORT**

Portfolio Holders	Yes
Chief Executive	Yes
Executive Director - Partnerships and Projects	Yes
Executive Director - Services	Yes

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

**13. WARDS AFFECTED**

All Wards

**14. APPENDICES**

Appendix 1 – Letter and three enclosures from Mr. C. Bateman, representing the Older People’s Forum.

- Enclosure 1 – Report to Cabinet on 9th January 2008 on Concessions Policy for Users of Council Services.
- Enclosure 2 – Letter to Mr. Bateman dated 31st January 2008 from the Council’s Chief Executive
- Enclosure 3 – Concessionary Fares Savings Calculations compiled by the Council’s Transport and Engineering Officer following a Freedom of Information Request in January 2008 from Mr. Bateman.

**15. BACKGROUND PAPERS**

None

**CONTACT OFFICER**

Name: Della McCarthy, Committee Services Officer  
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Tel: (01527) 881407

75 Old Birmingham Road  
Bromsgrove  
B60 1DF

7<sup>th</sup> April 2008

Dear Ms. McCarthy

Scrutiny Request

The Older People's Forum request that the Steering Board carry out a scrutiny on the following justifications for removing the concessionary parking for the over 60's.

1. Concessions Policy for users of Council Services (Cabinet 9<sup>th</sup> Jan. 2008)
  - a. Page 138 – Para. 5.1
  - b. Page 136 – Para. 3.6
2. Letter from Kevin Dicks dated 31<sup>st</sup> Jan. 2008 (copy attached)
3. Concessionary fares savings calculations document.

We wish to make it clear that the request for scrutiny to be carried out is on the 'justifications' and not policy itself.

If the Board wish to put any questions to us we will be pleased to answer them, either written or verbal.

Yours sincerely,

(Original Signed)

Charles Bateman (Older People's Forum)

Copy to - Carole Tipping (Secretary OPF)

**BROMSGROVE DISTRICT COUNCIL****CABINET****9TH JANUARY 2008****CONCESSIONS POLICY FOR USERS OF COUNCIL SERVICES**

Responsible Portfolio Holder	Margaret Sherrey
Responsible Head of Service	Michael Bell / Jayne Pickering / John Godwin

**1. SUMMARY**

- 1.1 The Council currently provide a reduction in cost for certain services for residents in particular circumstances. This report is considering the application of a standard concession to all services.

**2. RECOMMENDATION**

- 2.1 That members consider option 3 for future application of concessions across relevant services as being the most equitable.

**3. BACKGROUND**

- 3.1 The Council currently provide a range of discounted services for residents who fall into certain users groups. This primarily refers to the over 60's, Students, people on Income Support or Job Seekers Allowance, the disabled and carers of disabled people.
- 3.2 However different departments apply differing criteria to discounting of services and apply them to different user groups, thus producing an inconsistent approach.
- 3.3 At its meeting in November 2006 Cabinet agreed, in relation to the provision of a free Pest Control Service that the definition of vulnerable was 'where the main householder is in receipt of one of the following, Income Support, Housing Benefit or Council Tax benefit.'
- 3.4 It further agreed that this definition is used in the future as a Council definition for determining any service concession.
- 3.5 Cabinet also agreed that any concession be considered on a service by service basis until such time as a comprehensive concessions policy is developed.

3.6 The following are some of the concessions currently provided by this Council:

- Parking Passes for residents over the age of 60 at a discount of approximately 95%
- An extra hours parking for blue disabled badge holders.
- A free pest control service for 'vulnerable' people as defined above.
- A discount of 50% for Dolphin Centre Services for Students, those on Income Support or Job Seekers Allowance and the over 60's. Disabled users are provided with free access to Dolphin Centres services for off peak usage.

	Parking	Dolphin Centre	Rodent Control
Vulnerable People	0%	50%	100%
Students	0%	50%	0%
Disabled	Extra time allowed	100%	0%
Over 60's	95%	50%	0%

3.7 This list demonstrates the inconsistency between different services, but also shows that the same groups are being provided with concessions but to a different degree. However it also demonstrates that it will be difficult to standardize concessions across all services.

3.8 It is therefore proposed that concessions continue to be delivered along departmental lines but with some modification to the reductions given in order to make them more equitable.

3.9 The two areas that are most obviously inconsistent are the over 60's group and the disabled group and a number of options for resolution of this inconsistency exist.

3.10 Changes also need to take into account that the fact that 'objective justification' can be a reason to apply a specific concession in particular circumstances.

#### Option 1

	Parking	Dolphin Centre	Rodent Control
Vulnerable People	0%	50%	100%
Students	0%	50%	0%
Disabled	0%	50%	0%
Over 60's	0%	50%	0%

In this option the concession for parking for those over 60 is removed as is the extra time allowance for disabled parkers. This provides a completely equitable system across all services except for pest control for the vulnerable. However there is 'objective justification' for this concession

## Option 2

	Parking	Dolphin Centre	Rodent Control
Vulnerable People	97%	50%	100%
Students	0%	50%	0%
Disabled	Extra time allowed	50%	0%
Over 60's	0%	50%	0%

In this option the concession for parking for those over 60 is removed, but extra time for disabled parkers is retained, disabled users of the Dolphin centre have the concession brought in line with others within the target group by a reduction in concession of 50% and 'vulnerable people' have a concession for parking based on the existing concession for rodent control minus an administration fee. There is 'objective justification' for each of these changes and for retaining the pest control discount for the vulnerable group.

## Option 3

	Parking	Dolphin Centre	Rodent Control
Vulnerable People	0%	50%	100%
Students	0%	50%	0%
Disabled	Extra time allowed	100%	0%
Over 60's	0%	50%	0%

In this option the concession for parking for those over 60 is removed, but extra time for disabled parkers is retained and the 100% discount for disabled users at the Dolphin centre retained. There is again 'objective justification' for retaining the pest control discount and the current discount for disabled users at the Dolphin Centre..

## 4. **FINANCIAL IMPLICATIONS**

Option 1: Increased income of £93,000 in year 1. There is likely to be an additional income from removing the extra time concession for disabled users of car parks but this is difficult to quantify. Higher increases in future years once existing passes have run out.

Option 2: Increased income of £90,000 in year 1 for parking however there is likely to be an offset of this income because of the granting of an additional concession to vulnerable people. This has the potential to be in excess of £90,000. It is difficult to predict the impact on Dolphin centre usage and income increases but this is likely to be small because the concession applies to off peak services.



Option 3: Increased income of £90,000 in year 1 for parking. Higher increase in future years similar to Option 2. No change to usage of the Dolphin Centre

## **5. LEGAL IMPLICATIONS**

5.1 There is currently a Discrimination Law review which is likely to result in a single Equalities Act. This would mean that current legislation under age discrimination which currently only applies to employment and training will be extended to the provision of goods, facilities and services. Consequently concessions based on age could be classed as unlawful discrimination under the new legislation.

## **6. COUNCIL OBJECTIVES**

6.1 Improvement in the equality of access to services would support the Councils aim of Customer First and Equality.

## **7. RISK MANAGEMENT**

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

- Resistance from user groups affected by the changes
- Negative press coverage to changes

7.2 These risks are being managed as follows:

- Resistance from user groups affected by the changes

Risk Register:  
Key Objective Ref No:  
Key Objective

- Negative press coverage to changes

Risk Register:  
Key Objective Ref No:  
Key Objective:

7.3 Currently the risk identified in the bullet point in 7.1 and 7.2 are not addressed by any risk register and will be added to the Street Scene and Waste Management risk register as follows:

Ensure sufficient advanced warning through press releases.  
Regular press releases in period approaching change.

## 8. CUSTOMER IMPLICATIONS

- 8.1 Press releases and information bulletins will be prepared in advance of the change. Detailed discussion will be had with CSC to update Resource Level Agreement. Stock responses will be prepared for staff answering queries.

## 9. EQUALITIES AND DIVERSITY IMPLICATIONS

- 9.1 This report aims to provide consistent access to services for users, with concessions based on equality and diversity. It uses the principle of 'objective justification' for varying the charges for some services. However members need to be aware that when charges were introduced for disabled users of car parks there was considerable resistance to this change. This resulted in additional time being granted to disabled users when purchasing a parking ticket. There is 'objective justification' for doing this hence the retention of this extra concession within the recommendation.

## 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:	None
Personnel Implications:	None
Governance/Performance Management:	None
Community Safety including Section 17 of Crime and Disorder Act 1998:	None
Policy:	
Environmental:	None

## 11. OTHERS CONSULTED ON THE REPORT

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

Portfolio Holder	<b>Yes</b>
Chief Executive	<b>Yes</b>
Corporate Director (Services)	<b>Yes</b>

Assistant Chief Executive	
Head of Service	<b>Yes</b>
Head of Financial Services	<b>Yes</b>
Head of Legal, Equalities & Democratic Services	<b>Yes</b>
Head of Organisational Development & HR	<b>No</b>
Corporate Procurement Team	<b>No</b>

## 12. **APPENDICES**

None

## 13. **BACKGROUND PAPERS**

Executive Cabinet Report, Review of Pest Control Services: Update  
November 2006

## **CONTACT OFFICER**

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Mr C Bateman

**Street Scene and Waste Management**

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31st January 2008

Dear Mr Bateman

**Concessionary Parking Queries**

Further to your most recent letter concerning removal of the concessionary parking passes I can answer your queries as follows.

The administrative cost for the existing permits is £30. This covers the physical costs of the permit, staff time involved in issuing and monitoring the permits by the Parking Manager.

The car parks are monitored on a regular basis however a specific survey was carried out by the Parking Manager on the 28<sup>th</sup> June 2007 between 9 am and 3 pm on Recreation Road South to confirm anecdotal information. Seven surveys were carried out throughout the day.

During the survey 354 vehicles were displaying a concessionary pass and 846 were not displaying any form of pass, we did not count the number of vacant spaces because this is changing too frequently to be of any statistical value.

The revenue is estimated on the expected number of ticket sales based on historical data from previous and current years.

The estimates of resistance to any change are based on the experience of the managers involved and data from previous years ticket sales. We use trends from existing data to predict the sales but this does vary we therefore build in a degree of flexibility with these figures.

I hope this provides the information you require, however I do challenge your initial comment that predicted savings are 'speculative'. We use the experience of long serving managers to arrive at our estimates taking into account existing ticket sales and, build in a degree of resistance based again on experience. I am sure you will be able to arrive at a different conclusion if you simply use statistics to produce an alternative view, but I would be very skeptical about an exercise that does not include the experience of working in the parking environment and the many variables that we try to take into account with our calculations.

Yours Sincerely

Kevin Dicks  
Chief Executive

## Concessionary fares savings calculations

These figures are approximations only and should be viewed in that context. They were also calculated some months ago.

According to our latest survey work, the number of permits in use during the day on each car park ranges from 19% to 31%.

Therefore the total revenue less VAT for the car park is only 81% or 69% of the total we expect to achieve (£1080000).

Therefore the total which would be achieved if every permit holder paid for their parking would range from £1333333 to £1565000.

This represents a range of £253k to £485k in lost revenue as a result of issuing the permits.

Because permits have a twelve month lifespan, only half of the additional income will be achieved during the first 12 months. Therefore the savings would be in the range from £127k to £243k.

Taking the worst case figure we can factor in some resistance by ex-permit holders to having to pay charges, so we can times £127k by 0.8 which gives £102.

However, it is likely that this may be too high which is why we put in a figure of £90k.

In year two, the full £127k will be achieved. Again, there is likely to be some resistance by ex-permit holders having to pay charges, but not so many. Therefore we can times £127k by 0.9 which gives £114k. Rounding this up gives £120k for year 2.

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## BROMSGROVE DISTRICT COUNCIL

### CABINET 2<sup>ND</sup> JULY 2008

#### UPDATE ON DOLPHIN CENTRE PHASE 2

Responsible Portfolio Holder	Councillor Del Booth
Responsible Head of Service	Phil Street
Key Decision – Non-Key	

#### 1. SUMMARY

- 1.1 To update members on the issues arising from the building works being undertaken at the Dolphin Centre.

#### 2. RECOMMENDATION

- 2.1 Cabinet recommend to Full Council to approve the virement of £40,000 from Dolphin Centre Phase 1 to Phase 2 to ensure funds are available to carry out the building works.

#### 3. BACKGROUND

- 3.1 The Council approved funding in September 2007 of £850k (this is the dolphin phase 2 works) of Capital Receipts to undertake the second phase of the development of the Dolphin Centre. The finance approved is to carry out the work associated with the provision of a fitness suite and dance studio. This is referred to as Phase Two of the redevelopment of the Dolphin Centre.
- 3.2 Since the work commenced a series of issues have been revealed that it has been necessary to address.
- 3.3 The issues revealed included presence of asbestos; health problems related to the water heating system; leakage from the small swimming pool and more recently deterioration in the concrete slab beneath the pool and corrosion of the steel rods within the concrete structure.
- 3.4 The impact of funding the above to ensure the safety of staff and public has impacted on the available budget to continue the development as originally planned. A further £40,000 is required to ensure the completion of Phase 2 works.
- 3.5 Officers are awaiting a further specialist report on the poolside slab. A separate report will be presented to members to update on any financial implications should they arise from this report.

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

- 4.1 Phase One of the Dolphin Centre works had a number of completion “snagging” issues that had been raised with the building company. Discussions have been ongoing with officers and the current position would deliver a £150,000 saving to the project.
- 4.2 The £40,000 required for the Phase 2 project as detailed in this report could be vired from Phase 1 with no additional release of Capital Receipts. The remaining saving will be transferred back to Capital balances. There is a potential that the £40k may not be utilised as it will fund any further costs that may arise as the Phase 2 works are being undertaken.

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

- 5.1 N/A

#### **6. COUNCIL OBJECTIVES**

- 6.1 Included in the original report.

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

- 7.1 The risks associated with not completing this work are that there is a possibility that the building will not be safe or fit to use as the additional tasks undertaken during the early part of Phase Two are associated with health and safety and customer well being.
- 7.2 The failure of not completing the work on Phase Two to the required standard will adversely affect customer usage and the income generated from use of the fitness suite.

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

- 8.1 As included in original report

#### **9. EQUALITIES AND DIVERSITY IMPLICATIONS**

- 9.1 Redeveloped building will have appropriate access and changing facilities for disabled and vulnerable people.

#### **10. VALUE FOR MONEY IMPLICATIONS**

- 10.1 The investment in the Dolphin Centre will be aimed at generating a return through the partnership with Wychavon Leisure Trust.



11. **OTHER IMPLICATIONS**

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

12. **OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	<b>Yes</b>
Chief Executive	<b>Yes</b>
Executive Director - Partnerships and Projects	<b>Yes</b>
Executive Director - Services	<b>No</b>
Assistant Chief Executive	<b>No</b>
Head of Service	<b>Yes</b>
Head of Financial Services	<b>Yes</b>
Head of Legal, Equalities & Democratic Services	<b>No</b>
Head of Organisational Development & HR	<b>No</b>
Corporate Procurement Team	<b>No</b>

13. **WARDS AFFECTED**

**All Wards**

**14. APPENDICES**

N/A

**15. BACKGROUND PAPERS**

**CONTACT OFFICER**

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## BROMSGROVE DISTRICT COUNCIL

### CABINET

JULY 2nd 2008

#### NATIONAL CHANGES TO MODERNISE THE DISABLED FACILITIES GRANT PROGRAMME

Responsible Portfolio Holder	Cllr Peter Whittaker
Responsible Head of Service	Dave Hammond
Key Decision	

#### 1. SUMMARY

- 1.1 The report sets out the package of changes that have been introduced by the Communities and Local Government (CLG) to modernise the Disabled Facilities Grant (DFG) programme and improve delivery of adaptations to the homes of disabled persons nationally.
- 1.2 This report also asks members to consider whether they wish to implement the ability to include a 'Claw Back' clause for DFGs granted over £5,000 as the new arrangements allow Local authorities the discretion to impose a limited charge on an adapted property so that if it is sold or transferred within ten years the grant can be reclaimed up to a maximum of £10,000.

#### 2. RECOMMENDATION

- 2.1 That Members note the package of changes introduced nationally to the Disabled Facilities Programme.
- 2.2 That Members are asked to decide whether BDC implements the general consent enabling the local authority to place a limited charge on owner occupied adapted properties where the grant exceeds £5,000 and introduce a condition requiring repayment of grant of up to a maximum of £10,000 in the event of the adapted property being sold within 10 years of the grant being awarded.
- 2.3 In the event of this authority implementing a charge and repayment condition, the authority to waiver the repayment condition in accordance with the government's criteria set out in Sect 4.3 (b) of the report, be delegated to the Head of Planning and Environment in consultation with

the Strategic Housing Manager and the Private Sector Housing Team Leader.

### **3. BACKGROUND**

- 3.1 The Government has carried out a national review of the Disabled Facilities Grant (DFG) programme. Closely linked with the CLG's National Strategy for Housing in an Ageing Society the review sets out to improve programme delivery of DFGs, modernise the process, reduce the complexity of the system and reflect the continued pressure on funding.
- 3.2 The package of changes which came into force on the 22<sup>nd</sup> May 2008 makes the following changes:
- 3.3 **Funding** - Given the existing pressures on the DFG budget nationally and in recognition of the important role that DFGs play in maintaining the independence of disabled and older people, the National DFG budget is increasing by 20 per cent, taking the annual budget up to £146 million in 2008-09. The budget increases to £156 million in 2009-10 and then to £166 million in 2010-11.

*The allocation to Bromsgrove District has been increased from £281,000 in 2007/8 to £310,000 for 2008/9.*

- 3.4 **Maximum grant limit to be raised to £30,000** - The maximum amount of grant available for an individual mandatory DFG increases from £25,000 to £30,000., the aim being to help an increasing number of people with complex cases for which the current ceiling of £25k is not high enough to meet the full costs of the required adaptations. This rise in grant also addresses the increased costs of carrying out the relevant works and will also benefit families with children for whom adaptations tend to be most costly.

*A number of locally received referrals for DFG, especially for the adaptation of homes for disabled children can exceed the current £25,000 ceiling.*

- 3.5 **Financial test of resources – improvements to the means test** - DFG applicants claiming Council Tax Benefit, Housing Benefit and Tax Credits for those on low incomes will no longer be required to provide any further financial information in addition to these benefits. In addition those people in receipt of Working Tax Credit and Child Tax Credit will no longer have these payments counted as income in the DFG means test. This passporting approach is seen as a first step to improving the means test to simplify and speed up the assessment process.

*Welcomed by the officers as a method of simplifying the means testing process increasing speed of delivery.*

- 3.6 **Property charges** - Local authorities are now provided with the discretion to impose a limited charge on the adapted property, if it is sold within ten years. The general consent will enable local authorities to implement a repayment condition on adapted properties of owner occupiers, where the cost of the DFG exceeds £5,000, limited to a maximum charge of £10,000.

Local authorities are allowed complete discretion as to how they administer charges on adapted properties. The CLG accepts that Local authorities are best placed to determine, where the placement of a charge may cause hardship or where due to the sensitivities of a case, the charge should be waived.

It is expected that through the introduction of charges local authorities will be able to recycle these funds in the DFG programme when the adapted property is sold (providing this occurs within ten years).

*More detailed review of possible implementation in the Bromsgrove District is set out under section 4.0 of the report (below) for Members consideration.*

- 3.7 **Access to Garden** - Whilst the DFG can currently be used to fund access to gardens, the existing legislation has not been clear on the provision of works to enable access to gardens as a specific purpose for grant. The legislation has therefore now been changed making access to gardens a specific criterion for entitlement for the Disabled Facilities Grant, where this is reasonable and practicable. Given the overall need to reduce the bureaucratic nature of the DFG programme, the CLG have deliberately avoided a tightly prescribed set of circumstances in which access should be funded.

*Welcomed by the officers in simplifying the assessment process.*

- 3.8 **Social Housing Grant funding for adaptations to transfer to DFG**  
In past years a small element of adaptation work on RSL owned stock has been carried out by RSLs with Social Housing Grant (SHG) agreed with the Housing Corporation. Nationally, the funding spent on adaptations within SHG amounted to £1.5 million annually. This will now form part of the overall DFG baseline allocated to local authorities.

*In past years some RSLs in the district have been successful in gaining Housing Corporation grant for schemes to upgrade homes as part of a modernisation scheme.*

- 3.9 **Removal of the 60:40 funding split** - Currently, 60 per cent of the funding for DFGs comes from specific Communities and Local Government grants, and local authorities are required to find the remaining 40 percent from their own resources.

From 2008-09 the DFG funding split of 60:40 no longer applies. Local authorities will receive a DFG allocation without a specified requirement to match this funding. This increased flexibility aims to allow local authorities to design services which fit with local delivery arrangements and the needs of individuals. Communities and Local Government considers that, given the importance of providing adaptations, and the beneficial, preventative impact these have on other budgets, such as social care, local authorities will continue to prioritise this area for funding.

The CLG is aware that many authorities currently contribute funding towards the DFG beyond the 40 per cent level (as does BDC), to reflect the need they have identified. The CLG does not expect this change to have any negative impact on this practice and fully expect local authorities to be able to bring together other resources more transparently and coherently.

*BDC has consistently budgeted additional funding for DFGs in excess of the requirement to match government grant by 40%. From 2008/9 the government grant of £310,000 can be claimed up to 100% without the need to match fund. However there is a clear expectation that authorities will continue to fund the DFG programme from their own resources at a similar level prior to this change being introduced. The total approved budget for 2008/9 (including the CLG Grant of £310,000) is £663,000.*

- 3.10 **Relaxing the DFG operational ring fence** - From 2008-09 the scope for use of DFG funding will be widened. Initially, the ring-fence will remain, but its scope will be widened to support any local authority expenditure incurred under the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (RRO). This will enable authorities to use specific DFG funding for wider purposes, which may be more appropriate for individuals than current DFG arrangements allow.

Creating greater flexibility will allow the DFG to be used for associated purposes, such as moving home, where this is a more appropriate solution, or funding could be pooled to purchase portable extensions which are suitable for re-use, through improved procurement models.

The removal of the restrictive ring-fence on the funding is designed to help improve delivery and reduce the bureaucracy involved in the DFG application process helping to speed up the process and enable local

authorities to develop a simplified system which could deliver small-scale adaptations more quickly, for example by offering a service which rapidly deals with inaccessible housing or the need for quick discharge of people from hospital.

*Welcomed by the officers to enable more effective and cost saving solutions to clients needs to be considered.*

- 3.11 **Removal of the funding ring fence** - It is proposed that, from 2010-11, the DFG allocation will be paid to local authorities as an un-ring fenced payment, through a determination under section 31 Local Government Act 2003.

This in affect means that DFG funding could be pooled with resources from a number of other programmes. It will then be for local authorities to determine, against local priorities, how they best use these funds. As part of this move, local authorities will be given a two year settlement from 2009-10 (moving to three in the following spending cycle).

*Concern is expressed by the officers that currently ring fenced funding for DFGs could be lost to other competing priorities. There is a suggestion that research should be carried out across the South Housing Market Area to underpin the considerable needs from the ageing population in the area for home adaptation in order to ensure that DFGs are well established as a priority in the future.*

#### **4. CONSIDERATION OF THE ABILITY TO INTRODUCE PROPERTY CHARGES ON PROPERTIES ADAPTED WITH GRANT FROM BDC**

- 4.1 Currently the granting of Mandatory DFGs for the adaptation of private homes for disabled persons is free from any condition requiring the owner to pay back grant in the event of the property being sold in the future. However, the Council does impose a condition when giving Discretionary Home Repair Assistance and Renovation grants if the property is sold within 10 years that is tracked by a charge being made on registered properties through the Land Registry and unregistered properties through the local search process.
- 4.2 The new changes set out in Sect 3 of the report above, allow a local authority, to place a limited charge against an adapted property. The placement of charges is at the discretion of each local authority and should be determined on a case by case basis reflecting the individual circumstances of each applicant. The CLG accepts that Local authorities are best placed to determine, where the placement of a charge may cause hardship or where due to the sensitivities of a case, the charge should be waived.

4.3 When approving an application for a DFG exceeding £5,000; and where the applicant (“the recipient”) has a qualifying owner’s interest in the premises on which the relevant works are to be carried out, the local housing authority may now impose the following conditions:

- The local housing authority may demand the repayment by the recipient of such part of the grant that exceeds £5,000 (but may not demand an amount in excess of £10,000) if—
  - (a) the recipient disposes (whether by sale, assignment, transfer or otherwise) of the premises in respect of which the grant was given within 10 years of the certified date; and
  - (b) the local housing authority, having considered:
    - (i) the extent to which the recipient of the grant would suffer financial hardship were he to be required to repay all or any of the grant;
    - (ii) whether the disposal of the premises is to enable the recipient of the grant to take up employment, or to change the location of his employment;
    - (iii) whether the disposal is made for reasons connected with the physical or mental health or well being of the recipient of the grant or of a disabled occupant of the premises; and
    - (iv) whether the disposal is made to enable the recipient of the grant to live with, or near, any person who is disabled or infirm and in need of care, which the recipient of the grant is intending to provide, or who is intending to provide care of which the recipient of the grant is in need by reason of disability or infirmity,

is satisfied that it is reasonable in all the circumstances to require the repayment.

4.4 The Council currently does not hold data upon the proportion of already adapted private homes that have been sold within 10 years, so it is difficult to predict the likely income if the repayment condition was implemented.

However, the ability to recover up to £10,000 of grant originally allocated would allow the Council receive some additional income, that would otherwise be unavailable, to ring fence for future re-cycling in the form of local authority grant for DFGs to help the Council meet the budget allocated over and above the Government Grant allocation.



- 4.5 Introduction of a charge on a property does involve a registration administration fee of up to £58 per grant which would form part of the grant administration costs.
- 4.6 Members are therefore being asked to decide whether to approve the introduction of a grant condition requiring repayment in the event of sale of the property within 10 years, but subject to the officers having given consideration to the criteria set out at 4.3 (b) above before requiring repayment.
- 4.7 Therefore, it is recommended that if members decide to approve the introduction of the grant condition, the decision to require repayment or waiver the condition be delegated to the Head of Planning and Environment in consultation with the Strategic Housing Manager and the Private Sector Housing Team Leader.

## **5.0 FINANCIAL IMPLICATIONS**

- 5.1 The financial implications of introducing a repayment condition secured by a charge against the adapted property is currently approximately £58 per grant where the property has title registered with the Land Registry. For unregistered property the costs would be substantial as in the region of £650 per grant.
- 5.2 The detail set out below in Section 6 Legal Implications provides an alternative solution (Agreement for legal charge) to securing repayment for unregistered properties at minimal cost of approximately £1.
- 5.3 The financial implications of the recommendations therefore do not exceed registered property costs of £58 per property. Full spend against the annual budget of £663,000 would generate approximately 66 DFG grants per annum of which approximately 45 would be to owner occupiers. Accordingly the additional annual cost of implementing a charge on these properties would be in the region of £2,500 pa. Therefore a break even position would be achieved if one grant (of up to £10k) was reclaimed in four years.

## **6. LEGAL IMPLICATIONS**

- 6.1 Under the Housing Grants, Construction and Registration Act 1996: Disabled Facilities Grant (Conditions relating to approval or payment of Grant) General Consent 2008, the Council has the authority to secure the repayment of the grant by taking a charge on the property in respect of which the grant has been made.

- 6.2 However, taking a charge on the property will have certain cost and other implications which should be taken into account when deciding on what form of security to take.
- 6.3 There is no doubt that the most robust way of securing the Council's interest under the repayment obligation is by way of a formal legal charge on the property, since this would prevent the property from being sold without the charge being repaid.
- 6.4 Strategic Housing would keep a database of properties affected and the date on which the repayment provisions will cease to apply in each case. Legal would then need to be instructed to remove the charge on the expiration of the repayment period.
- 6.5 However, the cost implications of securing a charge can vary depending on whether or not title to the property is registered at H M Land Registry:

**Registered title:**

We will need to obtain Office Copies of the Title Information Document (currently £6-£12) in order to check ownership and whether there are other charges registered which affect the property. If there are existing charges on the property it may be necessary to obtain the prior mortgagee's consent to the registration of the Council's charge and there may be a cost implication involved in obtaining that consent.

A Land Registry fee will also be payable on the registration of the charge (currently £40). As title is already registered, the Legal officers would be able to deal with the registration of the charge at the Land Registry and apart from a priority search at the Land Registry prior to completion of the legal charge (currently £6) there should be no additional cost implications to the Applicant other than those mentioned above.

**Unregistered title:**

The Land Registry rules provide for compulsory first registration of title of an unregistered property where a legal charge is created on that property which could cost up to £220. In addition, an open market valuation may be required which could cost around £125. In addition, the Applicant will need to instruct Solicitors/Legal Advisors to deal with the first registration application on his/her behalf. The fees for dealing with this first registration application are likely to be in the region of £300 - £400 plus VAT.

- 6.6 In conclusion, therefore, whilst the registration of a legal charge on existing registered titles would be fairly straight forward and would not involve a great deal of additional costs ( approx £58), on unregistered titles the costs could be quite substantial (approx £650).
- 6.7 There is an alternative method of securing the repayment of the grant on unregistered properties which would not result in compulsory registration of title and would therefore avoid the additional expense and involvement of legal advisers for the Applicant. The alternative method is as follows:

The grant document would contain a condition requiring the Applicant to enter into a formal legal charge of the property when called upon to do so by the Council. This would then constitute an agreement for a legal charge (an equitable mortgage), which should not give rise to the requirement for first registration of title. This agreement for a legal charge can then be protected by registration of a C (iii) entry (general equitable charge) against the owner's name at the Land Charges Registry. The cost of registration of this entry is currently £1.

Any purchaser of a property with unregistered title would, prior to completion of the purchase, carry out a search at the Land Charges Registry against the owner's name and this would reveal the C (iii) entry against the property.

If a purchaser fails to carry out the search or, having carried out the search, completes the purchase with notice of the entry, the purchaser would then take the property subject to that entry and the Council's interest is therefore protected. In practice, the purchaser would require the owner to arrange for the removal of this entry before completing the purchase i.e. by paying off the grant.

The entry would remain on the Land Charges Register indefinitely until formally removed. Strategic Housing would keep a database of properties affected and the date on which the repayment provisions will cease to apply in each case. Legal would then be instructed to remove the entry on the expiration of the repayment period.

## **7. CONCLUDING OBSERVATIONS**

- 7.1 Members are being asked to decide whether to introduce a condition requiring recipients of Disabled Facility Grant (that is in excess of £5,000) to pay back up to £10,000 of the grant when their property is sold.

This would mean that any grant of up to £5,000 would be exempt from repayment. It is also recommended that the condition would not be appropriate for repayment of grant for installation of stair lifts as after use they can be a liability on the property rather than an asset. Recipients of grant for stair lifts could however be asked to agree to allow the lift to be returned to the authority for re-cycling when no longer required.

- 7.2 In considering whether the pay back condition and charge should be implemented, members may wish to consider the following issues:
- The possible impact upon customers who may be deterred from applying for grant by the condition being implemented.
  - Whether it is cost effective, as initial pay back will be low compared with the staff and financial costs of registering the charge.
  - How many cases may potentially end up having the condition waived as a result of the owner having to sell the property for employment, health or support reasons as recommended in the CLG criteria (Sect 4.3 of the report above).
  - The impact upon customer perception of the service as a result of some cases having the pay back condition waived and other cases having it enforced at officer's discretion.
  - Whether adaptations can have a negative or positive impact upon the value of property.
- 7.3 Balanced against these points Members need to be mindful of the opportunity to potentially claw back some capital funding for re-cycling and the importance of the authority considering any value for money opportunities.

## **8. COUNCIL OBJECTIVES**

- 8.1 The provision of Disabled Facilities Grants falls within Council Objective One Regeneration – Priority Housing and Council Objective three Sense of Community and Well being.

## **9. RISK MANAGEMENT**

- 9.1 The main risks associated with the details included in this report are:
- The Additional cost of administering charges against adapted private dwellings not being recovered if adapted dwellings are not sold or transferred within 10 years.
- 9.2 These risks are not registered at this stage.

9.3 Currently the risk identified in the first bullet point in 8.1 is not addressed by any risk register and will be added to the risk register when reviewed.

**10. CUSTOMER IMPLICATIONS**

10.1 The inclusion of a condition to repay Disabled Facilities Grant on the sale of a dwelling and the information that would be supplied to applicants advising them to seek independent legal advice in respect of the charge that would be placed on their property may inevitably lead to some clients being declining the offer of DFG assistance.

**11. EQUALITIES AND DIVERSITY IMPLICATIONS**

11.1 None.

**12. VALUE FOR MONEY IMPLICATIONS**

12.1 The recommendation to implement a repayment condition secured by a charge against the adapted dwelling offers the Council the opportunity to recover and re-cycle grant funding allocated where the adapted property is then sold.

**13. OTHER IMPLICATIONS**

Procurement Issues
None
Personnel Implications
There would be an additional work load for Legal Officers within Legal and Democratic Services in registering a charge on properties to which adaptation grant is being allocated.
Governance/Performance Management
None
Community Safety including Section 17 of Crime and Disorder Act 1998
None

Policy
If approved, the change of policy would be reflected in the Private Sector Housing Strategy and Policy.
Environmental
None

**14. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	Yes
Chief Executive	Yes
Executive Director - Partnerships and Projects	Yes
Executive Director - Services	Yes
Assistant Chief Executive	Yes
Head of Service	Yes
Head of Financial Services	Yes
Head of Legal, Equalities & Democratic Services	Yes
Head of Organisational Development & HR	Yes
Corporate Procurement Team	Yes

**15. WARDS AFFECTED**

All wards

**16. APPENDICES**

None

**17. BACKGROUND PAPERS**

CLG – Disabled Facilities Grant – The Package of Changes to Modernise the Programme

Statutory Instrument 2008 no 1189 Housing, England – The Disabled Facilities Grants (Maximum Amounts and Additional Purposes)(England) Order 2008.

The Housing Grants and Regeneration act 1996: Disabled Facilities Grant (Conditions relating to approval or payment of Grant) General Consent 2008.

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## BROMSGROVE DISTRICT COUNCIL

### CABINET

2<sup>nd</sup> JULY 2008

#### REVIEW OF THE REFUSE COLLECTION AND RECYLING OPERATION.

Responsible Portfolio Holder	Margaret Sherrey
Responsible Head of Service	Michael Bell
Key Decision	

#### **1. SUMMARY**

- 1.1 To consider options for replacement of the existing refuse collection vehicle fleet due to the serious reliability problems that we are currently experiencing.

#### **2. RECOMMENDATION**

- 2.1 That officers continue to pursue an improvement in vehicle reliability through negotiation and discussion with the manufacturer.
- 2.2 That officers continue to pursue an alternative method of refuse collection using a standard type of refuse collection vehicle and seek part payment of some of the new fleet from the manufacturer through a compensation claim.
- 2.3 That officers continue to discuss future disposal options for collected waste with the County Council and their Contractors Severn Waste or to modify the existing transfer station to be suitable for a standard type of vehicle.
- 2.4 That changes to the recycling service are co-ordinated with the opening of the New Material Reclamation Facility in November 2009.
- 2.5 That the completely revised service becomes operational from April 2010 assuming that the new MRF is available from late 2009.
- 2.6 That this revised service will link residual waste with recycling materials on an alternating week basis. That the green waste will be collected independently of the other materials on an at request basis.

#### **3. BACKGROUND**

- 3.1 The Depot Strategy document produced and presented to Members in September 2005, referred to changes to the service due to the introduction of a co-mingled disposal facility being built in Worcestershire. This site known as a Material Reclamation Facility or

MRF was intended to be operational from 2006 however for various reasons will now not be ready until Autumn 2009.

- 3.2 The benefit of such a site is that recycling teams will no longer need to sort the recyclable materials into the 3 hoppers on the side of the vehicle at the kerbside. All materials will be tipped into a single compartment, transferred to the MRF and then sorted electronically, mechanically and with a small degree of manual input. The material produced will be high quality and re-saleable on the open market.
- 3.3 The benefit to the District Council is the reduction in cost of the recycling collection because of the need to employ less staff because of the increased speed of the operation.
- 3.4 The original intention was to change the refuse and recycling service completely. Instead of residual waste and green waste being collected on an alternating week basis, residual waste would be alternated with recycling materials and the green waste operated as a separate service.
- 3.5 This would also allow the variable nature of the green waste service to be managed more effectively through the year with additional resources employed during the peak growing season and reduced resources during the slower growing season.
- 3.6 By ceasing the green waste during the winter months and proposing a charge for its collection from April 2009 we have partially moved down this route. However we will only release part of the saving that we could deliver if we operated the green waste as an entirely independent service. We cannot however do this until the MRF is available for our dry recycling materials.
- 3.7 The original Strategy also proposed the purchase of additional side arm vehicles to facilitate this change and to then have a standard fleet of vehicles collecting residual waste, recyclable materials and green waste. The existing recycling vehicles would be disposed of.
- 3.8 This principle is still the same. Once the MRF is available we can standardise the fleet to a single type of vehicle with the obvious benefits of cross use of vehicles between different aspects of the service and the benefit of needing fewer spare vehicles.
- 3.9 The major stumbling block is now the reliability of the current side arm vehicles. Despite increasing efforts by the manufacturers to improve the reliability of the vehicles we still cannot guarantee on any day that we will have sufficient vehicles to carry out the refuse collection service correctly. They are far better than they were but in comparison with a standard refuse collection vehicle are extremely unreliable.
- 3.10 This results in severe difficulties for the managers involved, because of the need to continually monitor changes to routes and vehicles and has a

detrimental affect on users because we cannot always guarantee that we will collect refuse on the prescribed day. In short managers are spending too much time managing the vehicles and not enough time on improving customer service and inter reacting with our customers.

- 3.11 There is also a concern that eventually the manufacturer will advise us that there is no more they can do to further improve reliability and it is thought we are close to that point now. Managers of the department believe that it is unlikely that vehicle reliability will improve further.
- 3.12 The existing vehicle fleet is due for replacement in 2011/12 and funds are within the capital programme to carryout a phased replacement over a 2 year period from that date. Discussion has already commenced with the current manufacturer and alternative vehicle providers to ascertain the most cost affective method of replacement. This may include outright purchase (as at present) contract hire, operational lease, outsourcing of the vehicle fleet or a combination of these options.
- 3.13 We also need to consider what type of vehicle would be most suitable for the fleet to cover the future co-mingled recycling collection, green waste and residual waste. A single type of vehicle should be suitable for each aspect of the service.
- 3.14 We also need to consider whether we need to change the existing vehicle fleet of side arm vehicles and revert back to a standard type of refuse collection vehicle. This is primarily because we cannot guarantee reliability of the existing type of vehicle and we have no confidence that even a new version of the same system can provide us with that reliability. Our other concern is that we are unable to locate spare vehicles anywhere within Europe that might assist us when our fleet has broken down. This is obviously unsustainable in both the long and short term because it cannot provide us with a satisfactory method of good service delivery.
- 3.15 Until we can obtain a reliable vehicle fleet we will be unable to further improve the customer perception of the service, reduce the cost of the service or introduce the changes we think necessary in terms of changing manning levels and increasing productivity of the service. All essential if we as an organisation are to improve our CPA rating and show continuous improvement.
- 3.16 Neither are we in a position to discuss partnership working with our neighbours which ultimately could produce further efficiency gains for the service as a whole until we operate a similar system to others within the area.
- 3.17 Another important factor to be considered is the current disposal route for all of our waste. This is currently the transfer station adjacent to the depot operated by Severn Waste Services on behalf of the County Council.

- 3.18 This site was designed and built specifically for our current side arm fleet of vehicles. All waste, other than recycle, must be in containers. The site does not have a licence to accept loose waste. Neither does it have the equipment to load loose waste into containers.
- 3.19 If we change the existing refuse vehicle fleet, the County Council will need to carry out extensive modifications to the transfer station. They will need to install waste compaction equipment and to build a split level into the site to allow vehicles to tip directly into containers. Our most recent estimate received from the County is that this cost may exceed £2,000,000 and that they would expect the District Council to cover this cost. They are also advising that their current vehicle fleet would need changing and that they would expect that also to be covered by the District Council because the existing vehicles have not yet reached the end of their natural depreciated period. There are some concerns that the Environment Agency may not approve any changes to the site specifically because it is built on an old landfill and any excavation works may generate pollution issues with unknown materials. Their final comment has been that any changes would only deal with residual waste and co-mingled recycle materials and not green waste. This is therefore potentially a very expensive option to deal with only 2/3 rds of the problem. It is therefore unlikely to be viable.
- 3.20 The option currently suggested by the County is for Bromsgrove to take some of its waste direct to the Redditch transfer Station because this has spare capacity due to the success of the Redditch recycling scheme. They are currently assessing how many of our vehicles could haul direct to Redditch. It is anticipated that 2 of our vehicles could haul direct to Redditch almost immediately. Once this is confirmed we would purchase 2 standard refuse collection vehicles for this purpose (or acquire vehicles from the current manufacturer on a compensation basis at a very considerable price reduction). This would in effect release 2 of the side arm vehicles and allow them to be used as spares in case of breakdowns. By doing this we have a more robust service delivery option.
- 3.21 Longer term the County are looking for other sites that we could direct haul to and as soon as that options are available we could further purchase Standard RCV's to replace the side arm vehicles until we were in a position to completely replace the side arm fleet. This is likely to be a phased process and directly linked to the availability of the MRF over the next 18 months, but each time we replace a vehicle we would improve the level of service to the residents of Bromsgrove. The reason we need to link to the MRF opening is because this will require a major routing change of the current service due to the change to the way that recyclable materials will be collected in the future. It is sensible to carryout vehicle and routing changes at the same time but in a phased manner. It will also mean that the residual waste and recycling materials will be linked and collected on an alternating week basis and that the

green waste will be operated as a separate service independent of the residual/recycling service.

- 3.21 These negotiations are ongoing and will cover the long term changes together with interim arrangements that will be necessary to facilitate the change but also allow the service to continue operating in a more robust manner than at present.

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

- 4.1 The current system of collection was designed to reduce the cost of the service by reducing the number of operatives working on each vehicle from 3 down to 2. Some of this reduction would be offset by the increased capital cost of the new vehicles but it was anticipated that the revenue costs would reduce.
- 4.2 During the past year 6 of the 8 existing fleet have had their operative numbers reduced to 2 with the consequential saving. However the unreliability of the vehicles has meant that we regularly have to bring in an alternative vehicle. This vehicle is a standard refuse collection vehicle. It therefore needs to have 3 operatives and consequently increased cost. This vehicle will then need to travel further to dispose of its load because the Bromsgrove transfer station cannot accept non containerized waste. It is therefore very unproductive.
- 4.3 Capital funds are detailed within the 10 year capital programme for replacing the existing fleet. These funds are not currently available until 2011/12 an amount of £1,690,000. There is also a sum in 2009/10 of £260,000. These funds are for replacing the existing side arm fleet and 2 standard refuse collection vehicles.
- 4.4 In addition staff have negotiated a compensation payment from the current manufacturer for the bins that were lost by the vehicles in the first 2 years of operation of the service. This would be payment in kind rather than cash and would involve the manufacturer providing us with the equivalent sum in vehicles.
- 4.5 Once the MRF is available and we can modify the method of collection of recyclable materials we will see a reduction in cost of this service. Crews will reduce from the current 7 to 5 with the consequential saving in cost. In addition changing the way that we will collect green waste in the future and by introducing a small charge will make this service far more efficient and cost effective because we can modify the resource input according to the fluctuating need as dictated by the growing season, resulting in an overall saving.

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

- 5.1 It would now be very difficult in law to pursue a claim against the manufacturer for failing to provide a vehicle fit for purpose. It would also create a serious failing of our current relationship with the manufacturer and this is something we need to maintain primarily because they are still providing comprehensive assistance with spares and repairs when the vehicles break down. Although the vehicles are unreliable, they are all we currently have, and we need to keep them running. We can only do this with the support of the manufacturer.
- 5.2 However because of the problems we are experiencing we will be able to use this if we commence negotiation with the current manufacturer for a different vehicle product.

## **6. COUNCIL OBJECTIVES**

- 6.1 These changes will impact on both 'Improvement' and 'Environment' in the Council Objectives.

## **7. RISK MANAGEMENT**

- 7.1 The main risks associated with the details included in this report are:
- The timescale for delivery of the changes and the continuing reliability of the existing fleet. (Risk Register 1.8)
  - Delay in opening of the MRF
- 7.2 These risks are being managed as follows:
- As soon as the changes commence, usage of a standard type of vehicle, even for part of the service will provide an immediate service improvement.
  - Delays in opening the new site will mean the changes to the recycling service will be delayed. The existing service will continue in its existing format if this happens but cost savings will be delayed.

## **8. CUSTOMER IMPLICATIONS**

- 8.1 Residents should see a more consistent level of service in both the short and long term.

## **9. EQUALITIES AND DIVERSITY IMPLICATIONS**

- 9.1 Modifications to the existing fleet will not have any E&Q implications on either the service or the service user in the short term
- 9.2 However it could be argued that reverting to a standard refuse collection vehicle fleet with a 3 man team on each vehicle will improve the departments capacity to deal with the increasing number of assisted collections as result of the ageing population of the area. We are aware

that the age profile within the District is moving towards an older population, this move would therefore future proof the service against the need to make changes in the long term.

## **10. VFM IMPLICATIONS**

- 10.1 Savings for the service will be generated by changing the system to co-mingled collections. But this will not become effective before November 2009 when the new plant is scheduled for opening.
- 10.2 Income will be generated once green waste charging is introduced in April 2009.
- 10.3 Changing the system to a standard operation will improve reliability and therefore consistency of service to residents. Longer term we will generate savings due to the greater reliability of equipment.
- 10.4 Having a standard service similar to neighbouring Authorities will enable greater opportunity for partnership working resulting in efficiency gains. It will also allow more accurate benchmarking.
- 10.5 A co-mingled collection service will allow us to use some smaller vehicles with the result that a greater number of households will be suitable for the collection. It is anticipated that we will be able to increase coverage to 98% of the properties from the current 94%

## **11. OTHER IMPLICATIONS**

Procurement Issues:	Yes. Potential EEC.
Personnel Implications:	Yes. Change in JD of staff.
Governance/ Performance Management:	Yes long term improvement.
Community Safety including Section 17 of Crime and Disorder Act 1998:	None
Policy:	None
Environmental:	Improved PI's

## **12. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	<b>Yes</b>
Chief Executive	<b>Yes</b>
Corporate Director (Services)	<b>Yes</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service)	<b>Yes</b>
Head of Financial Services	<b>Yes</b>
Head of Legal, Equalities & Democratic Services	<b>Yes</b>
Head of Organisational Development & HR	<b>Yes</b>
Corporate Procurement Team	<b>Yes</b>

**13. APPENDICES**

None

**14. BACKGROUND PAPERS**

Depot Strategy Document Cabinet Report November 2005

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## BROMSGROVE DISTRICT COUNCIL

### CABINET

#### CABINET 2<sup>ND</sup> JULY 2008

#### VALUE FOR MONEY STRATEGY

Responsible Portfolio Holder	Geoff Denaro
Responsible Head of Service	Head of Financial Services
Key Decision / Non-Key Decision - Non -key	

#### 1. SUMMARY

- 1.1 To request Cabinet to update the Value for Money Strategy as part of the annual review.

#### 2. RECOMMENDATION

- 2.1 Cabinet is requested to consider the report and to approve the updated Strategy at Appendix 1 to this report.

#### 3. BACKGROUND

- 3.1 In January 2006 a Value for Money Strategy was approved by Cabinet . A review of the strategy identified areas where improvements could be made in the focus on VFM within the Council. This revised strategy aims to ensure the Council has a robust framework in place to deliver the VFM improvements in the future.
- 3.2 A VFM action plan was approved by members in November 2007. The current position on the plan is attached at Appendix 2.
- 3.3 Officers of the Council have discussed the delivery of VFM with high performing Councils and have used their experience to develop the revised strategy as attached at Appendix 1.

#### 4. FINANCIAL IMPLICATIONS

- 4.1 The delivery of VFM within the Council should improve our use of financial resources and therefore enable funds to be realigned to priority areas.

#### 5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications as a direct result of this report.

**6. COUNCIL OBJECTIVES**

6.1 The delivery of VFM and the development of a VFM culture within the Council will support all of the objectives of the council as it should improve customer satisfaction and enable resources to be aligned to key priorities of the Council.

**7. RISK MANAGEMENT**

To be completed

**8. CUSTOMER IMPLICATIONS**

8.1 Improved Value for Money will enable the Council to demonstrate to our customers that we are providing the best service possible within the resources available. In addition any savings can be realigned to priority services as identified by our customers.

**9. EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 The strategy addresses the provision of service in achieving value for money for all our residents.

**10. VALUE FOR MONEY IMPLICATIONS**

10.1 None other than those identified in the report

**11. OTHER IMPLICATIONS**

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

**12. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	<b>Yes</b>
Chief Executive	<b>Yes</b>
Executive Director - Partnerships and Projects	<b>Yes</b>
Executive Director - Services	<b>Yes</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service	<b>Yes</b>
Head of Financial Services	<b>Yes</b>
Head of Legal, Equalities & Democratic Services	<b>Yes</b>
Head of Organisational Development & HR	<b>Yes</b>
Corporate Procurement Team	<b>No</b>

**13. WARDS AFFECTED**

**All Wards**

**14. APPENDICES**

Appendix 1 VFM Strategy

Appendix 2 Action Plan

**15. BACKGROUND PAPERS**

None

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## **BROMSGROVE DISTRICT COUNCIL**

### **VALUE FOR MONEY STRATEGY**

#### **(1) INTRODUCTION**

The Council has a statutory duty to deliver best value in the provision of its services. Best Value means that local Councils must aim to continually improve the economy, efficiency and effectiveness of service delivery. At Bromsgrove District Council providing excellent Value for Money is defined as providing the right balance between cost and performance for each service, where right is defined as what our customers want as represented by their Councillors.

#### **(2) KEY FEATURES OF VALUE FOR MONEY**

The Council is responsible for providing statutory services to the public as well as a range of discretionary services within the overall financial duty to Council Taxpayers. In this respect the key aspects to be addressed are as follows:

##### **2.1 Economy**

- Is the Council achieving the most economically advantageous cost in respect of the procurement of specified works and services (and goods relating to them) after allowing for quality considerations, relevant legislation and opportunities for joint procurement with partners?
- Is the Council maximising all income sources including external funding?
- Is the Council maximising the resources available for priority service delivery?
- Are the range of Council services affordable given Council Tax implications?
- Is the Council undertaking accurate budget preparation and then effectively monitoring and managing those budgets to ensure economical resource allocation and control?
- Is the Council looking to market test services to demonstrate they are providing the best value for money ?

## 2.2 Efficiency

- Is the Council maximising outputs whilst minimising resource inputs to meet defined needs?
- Are processes and procedures as streamlined as possible in service delivery including optimising IT solutions?
- Are unit costs as low as possible by comparison with similar Councils after taking local circumstances into account?
- Are realistic targets set and achieved to improve performance and efficiency in the use of resources?

## 2.3 Effectiveness

- Have the needs of the community been evaluated following effective consultation to inform the extent to which statutory/discretionary services should be delivered?
- Are statutory services, of the right quality and at the right time, delivered to enable the Council to meet the needs of the community it serves?
- Have the Council determined which discretionary services will be of most benefit to the community it serves and prioritised them?
- Are those priority discretionary services of the right quality and delivered at the right time to meet the needs of the community?
- Are available resources targeted to statutory and priority discretionary services?
- Is the council demonstrating improvements and quality of customer service?
- Is the experience received by the customer and valued ?
- Are statutory and priority discretionary services outcomes achieving defined needs equality in service provision and a positive economic or environmental or social impact?

These issues must be viewed collectively to gain an overall assessment of whether value for money is being achieved.

### (3) **HOW VALUE FOR MONEY WILL BE ACHIEVED BY THE COUNCIL**

#### 3.1 **Overarching Measures**

##### (a) **Corporate Commitment**

The Council and its staff will demonstrate commitment to achieving value for money in service delivery. This will be effected through implementation of the VFM strategy across all the Council and the delivery of the action plan.

##### (b) **Business Planning**

The Cabinet, through Portfolio Holders and Heads of Service, will ensure that each Annual Business Plan meets the priorities in the Corporate Plan in a manner which aims at achieving value for money in service delivery. This will include identifying areas of improving VFM within each service area.

##### (c) **Internal Control**

The Council will maintain effective systems of internal control including financial management, performance management, risk management, accurate data recording and internal audit arrangements as a basis for providing value for money. The Council recognises that unless effective internal control arrangements are in place the achievement of value for money would not be possible.

##### (d) **Decision Making Protocol**

Cabinet complies with a decision making protocol which requires that the legal, policy, equality and diversity, customer, risk and resource implications are taken into account before any decision is made. This includes consideration of Value for Money .

##### (e) **Service Reviews**

- (i) The Council will continue to strive for continuous improvement in service delivery.
- (ii) Scrutiny Steering Board will undertake service reviews of direct or cross cutting aspects of service. Through the process of challenge, consult, compare and compete, these reviews will test whether or not services are economic, efficient and effective.
- (iii) Cabinet will actively consider Scrutiny's action plan recommendations following each service review and implement those actions which will improve value for money.

**(f) Scrutiny & Overview Reviews**

Cabinet will actively consider any recommendations from the Scrutiny Steering Board where the thrust is to improve value for money in service delivery and where it can be demonstrated that economy, efficiency and effectiveness can be improved.

**(g) Performance Management**

- (i) The Council will continue to monitor performance in service delivery as a major contributor to achieving the tests of efficiency (eg unit cost performance indicators, processing indicators) and effectiveness (eg service satisfaction indicators, outcome indicators).
- (ii) The Council will develop benchmarking data with comparable Councils with a view to continuously comparing our costs, performance and outcomes with those Councils after allowing for local circumstances and local policy choices.

**(h) Budget Process**

Cabinet, when considering each service or function budget will take into account:

- (i) accuracy of budget preparation (ie: last year's actual outturn to budget and current year trend) to ensure economy in resource allocation;
- (ii) the outcome of annual VFM tests on whether or not each service or function has achieved economy, efficiency and effectiveness in use of resources allocated;
- (iii) opportunities to reduce the cost of the function or service without reducing the level or quality of output/outcomes required OR increase the level of output and improve outcomes for the same cost;
- (iv) opportunities to release resource from low priority discretionary elements of service to help ensure the sustainability of top priority services.

**(i) Capital Investment**

The Council has approved a Capital Investment Strategy, which seeks to ensure value for money in respect of capital investment decisions. This Strategy will be followed in determining the Council's capital investment programme priorities within affordability limits and subsequently to manage the programme to ensure projects are delivered on time and within budget.



**(j) Asset Management**

The Council has approved a Corporate Asset Plan which seeks to maximise the benefit of Council land and property to meet corporate priorities or priority service needs. This Plan will be followed in respect of the management of land and property assets including constantly reviewing the efficiency and effectiveness of these assets in service delivery and setting targets to improve efficiency in use of Council assets wherever possible.

**(k) Self Assessment/External Assessment**

The Council will undertake a self assessment against the Audit Commission's Value for Money key lines of enquiry and submit this for external assessment.

The Council will consider and act on agreed External Audit recommendations to improve value for money.

**(l) Listening**

The Council is always receptive and open to consider suggestions which will improve the economy, efficiency or effectiveness of its operations and will act on any suggestions which can be demonstrated to improve value for money.

**3.2 Specific Measures**

**(a) Economy**

(i) The Council will use its Procurement Strategy to achieve the most economically advantageous cost in the procurement of specified goods, works or services taking into account:

- joint procurement opportunities which have economic benefits;
- requirements of legislation relating to procurement and equalities legislation;
- partnership working opportunities.

(ii) The Council will attempt to maximise the available resources at its disposal by:

- pursuing the collection and recovery of all income due to the Council;
- maximising capital receipts from the sale of land not needed for service provision;

- maximising fees, charges and rents for services subject to supply and demand considerations, service impacts and anti-poverty considerations;
  - pursuing opportunities to establish new sustainable income sources;
  - developing a more strategic approach to seeking external funding sources open to the Council (both capital and revenue) including Government grants and external trading opportunities;
  - maximising the joint funding benefits of partnership working where such funds are earmarked to meeting Community Plan or Corporate Plan requirements;
  - identifying resources which can be saved or transferred (ie from low priority discretionary services to high priority discretionary services).
  - accurate budget preparation and effective budget management, monitoring and control.
- (iii) The Council will ensure that its service delivery is kept within affordability assessments after taking into account the impact on Council Taxpayers.

**(b) Efficiency**

Through ongoing management and internal audit work the Council will:

- as part of the Medium Term Financial Plan, review each service and function to identify any opportunities to increase outputs from the same level of resources deployed or make savings whilst maintaining the same level of output;
- identifying opportunities to "invest to save" wherever appropriate to meet optimum cost efficiency in-service delivery;
- periodically review processes and procedures to ensure they are as streamlined as possible for efficient and effective service delivery; (including constantly reviewing opportunities to maximise IT solutions to streamline or improve processes);
- regularly review performance measures highlighting how efficient the Council is (by comparison over time, against national targets and with other Councils) and to set ambitious targets to improve efficiency where necessary and ensure they are met.

**(c) Effectiveness**

- The Council will strive to ensure the data at its disposal is up to date, accurate and relevant for effective decision making and for use in assessment of VFM objectives.
- The Council will continue to develop “user focus” arrangements and use its Consultations and Communications Strategy to help:
  - identify priority service needs;
  - identify how those service needs can best be met;
  - identify if service outcomes are meeting defined needs.
- The Council will undertake impact assessments of its various strategies and service delivery to gauge the impacts on its diverse population to ensure equality (eg in terms of access to services) and identify if there are any priority needs not being met.
- The Council will prioritise discretionary service delivery so that resource is directed to meeting areas of most need.
- The Council will re-direct resource from non or low priority discretionary services to ensure top priority discretionary services can be delivered to meet defined priority needs.
- The Council will review Business Plans to assess if identified needs are being met and amend service delivery to meet defined needs wherever this has been identified as necessary and is affordable and consistent with the Corporate Plan.

**4 Annual Review**

There will be an annual review of the effectiveness of this Strategy so that any necessary amendments can be introduced in the spirit of continuous improvement.

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## APPENDIX 2

### VALUE FOR MONEY STRATEGY – ACTION PLAN 2007/08-2008/09

Objective	Action	Owner	Timescale	Update
<b>To identify customer needs</b>	Undertake a customer survey to include services across the Council to determine needs of service users and requirements for future service provision		Nov – March 2008	Corporate survey for 2008/09 presented to CMT for consideration. To be undertaken in July 08.
<b>To make the best use of resources to deliver quality service to the customer</b>	Undertake a high level analysis of comparative costs and performance using Audit Commission profiles to identify high cost v low performance /quality service for focus of further analysis for improvement	HOFS & ACE	Oct – Nov 2007	Initial analysis undertaken – to be developed further for comparison purposes by Accountancy Services Manager
<b>To ensure new projects proposed have considered the Value for Money in delivery and outcome</b>	<p>To include a specific section within the current funding request forms in relation to the demonstration of VFM in the project implementation and outcome</p> <p>To include a section within committee reports to identify the Value for Money implications of the proposed project/scheme.</p>	HOFS	Nov 2007	<p>Completed – to be developed further in 2009/10 budget process</p> <p>Completed. Training for members arranged for June 08 to raise awareness &amp; understanding of VFM issues.</p>

<p><b>To undertake reviews of projects completed to identify savings and evidence of VFM outcomes</b></p>	<p>Undertake appraisals of projects completed to identify savings realised and to evidence VFM achievement to include:</p> <ul style="list-style-type: none"> <li>• New Printers and copiers</li> <li>• Implementation of POP project</li> <li>• Implementation of GPC cards</li> <li>• Implementation of modern Gov project</li> <li>• Trading with other LAs ( legal &amp; procurement)</li> <li>• Market testing of stationery contract</li> <li>• Market testing of printing contract</li> </ul>	<p>Procurement Manager + Respective Head of Service / Manager</p>	<p>Feb – June 2008</p>	<p>HOFs to develop template for HOS to use to demonstrate how project has achieved VFM. Meetings arranged with HOICT&amp;EGOV, HOLEDs to undertake appraisals. Procurement manager preparing appraisals for improvements achieved from market testing &amp; GPC cards</p>
<p><b>To carry out targeted value for money projects</b></p>	<p>Identify and undertake specific appraisals of projects to release efficiencies and to demonstrate VFM . To include:</p> <ul style="list-style-type: none"> <li>• Document management System</li> <li>• Spatial integration of systems</li> <li>• Data cleansing ( Spatial)</li> <li>• SLA with BDHT</li> </ul>	<p>Head of ICT &amp; EGOV + Respective Head of Service / Manager</p>	<p>During 2008/09</p>	<p>Delay of spatial project – appraisals cannot be undertaken until systems in place and efficiencies identified.</p>
	<p>Programme of process re-engineering projects identified. To include:</p> <ul style="list-style-type: none"> <li>• Planning Applications</li> <li>• Licensing</li> <li>• Land Charges</li> </ul>	<p>Head of ICT &amp; EGOV + HOP&amp;E</p>		<p>Anite Business Process mapping to be used as evidence.</p>

	<p>Specific Service delivery reviews to be undertaken to ensure services deliver value for money. Services to include:</p> <ul style="list-style-type: none"> <li>• Facilities Management – to ensure there is a corporate approach to managing the Councils asset base</li> <li>• Customer Service Centre – to review the link between front and back office to identify options for further release of efficiencies</li> <li>• Street Scene &amp; Waste Management (identify specific area)</li> </ul>	<p>Procurement manager + HOLEDs</p> <p>HOFS &amp; HOEG&amp;ICT</p>	<p>Jan- March 2008</p>	<p>Procurement Manager &amp; Facilities manager meet on a regular basis to review areas of potential corporate contracting areas currently under review include:</p> <ul style="list-style-type: none"> <li>• Janitorial materials</li> <li>• Builders merchants</li> <li>• Plumbing contracts</li> </ul> <p>FM2 of spatial project to identify duplication of work between CSC and back office.</p> <p>HOSSWM&amp;CS preparing report to identify alternative methods of delivery of fleet for refuse collection &amp; recycling</p>
	<p>Undertake a review of the Leisure trust transfer to identify outcomes that can be measured to evidence VFM</p>	<p>HOC&amp;C</p>	<p>Jan – March 08</p>	<p>Project plan and group in place with regular meetings. Review to be undertaken to evidence outcomes when transfer complete ( oct 08)</p>

<p><b>To ensure we have a clear corporate approach to procurement</b></p>	<ul style="list-style-type: none"> <li>• To establish a procurement working group to ensure there is a corporate approach to the achievement of Value for Money</li> <li>• Reduce number of suppliers using “yellow pages” and by developing framework agreements where appropriate.</li> <li>• Consolidate facilities management spend across the council for all departments</li> <li>• Further introduce use of GPC cards to reduce number of invoices paid</li> <li>• Develop training plan for middle managers for procurement</li> </ul>	<p>Procurement Manager + HOS</p>	<p>During 2008/09</p>	<ul style="list-style-type: none"> <li>• “yellow pages” in place – continued work by budget holders and procurement manager to let framework contracts</li> <li>• Areas identified to focus resource on developing corporate contracts</li> <li>• GPC cards available to all relevant staff for purchases</li> <li>• Training session for HOS delivered.</li> <li>• Training for managers and staff arranged for July 08</li> </ul>
<p><b>Embed the Value for Money ethos within the Council</b></p>	<p>Provide awareness training to all staff via the training programme</p> <ul style="list-style-type: none"> <li>• CMT and Members</li> <li>• Heads of Service &amp; Middle managers</li> </ul>	<p>HOHR&amp;OD</p>	<p>During 2008/09</p>	<ul style="list-style-type: none"> <li>• Training session for HOS delivered.</li> <li>• Training for managers and staff arranged for July 08</li> </ul>
	<p>Communicate the importance, benefits and outcomes of value for money to staff through intranet &amp; connect</p>	<p>ACE</p>	<p>During 2008/09</p>	<ul style="list-style-type: none"> <li>• Procurement procedures available on intranet.</li> <li>• HOFS &amp; Procurement manager to include update for intranet &amp; core brief in May 08</li> </ul>



## BROMSGROVE DISTRICT COUNCIL

### CABINET

2<sup>ND</sup> JULY 2008

#### CIVIL PARKING ENFORCEMENT

Responsible Portfolio Holder	Cllr June Griffiths
Responsible Head of Service	Michael Bell
Key Decision	

#### 1. SUMMARY

- 1.1 This report summarises the in depth feasibility study of the adoption of Civil Parking Enforcement (CPE) by RTA Associates Ltd.
- 1.2 The adoption of CPE is the transfer of powers for enforcement of on-street parking regulations from the police to the Council. This adoption must relate to the whole of the District.
- 1.3 Adoption of these powers has an ongoing revenue cost, however the adoption of alternative methods of operation, such as wireless networking of pay and display machines, the adoption of on-street charges, or the enforcement of off-street car parks by ANPR (Automatic Number Plate Recognition Systems), would drastically enhance the business case for CPE.
- 1.4 The current low level of enforcement by the Police means that there is a strong customer business case for adoption, particularly in areas such as Bromsgrove, Hagley, and Barnt Green. Representatives of these areas have already been in contact with officers over parking problems.

#### 2. RECOMMENDATION

- 2.1 That the adoption of CPE including ANPR takes place in line with the regeneration of the town centre and that a further report be submitted in twelve months' time.
- 2.2 That a steering group is set up to manage the process of CPE
- 2.3 That officers commence discussion with the County Council to establish an agency agreement between both parties.

#### 3. BACKGROUND

- 3.1 Civil Parking Enforcement, or CPE, is the enforcement of parking restrictions on the public highway by the local authority.

- 3.2 The police currently carry out this function through the employment of a traffic warden. After CPE has been adopted, the Council would be the sole agency responsible for enforcement of parking restrictions, although the police would retain some of their powers.
- 3.3 In the case of Bromsgrove District Council, these powers could only be adopted after a satisfactory agreement with Worcestershire County Council. The common length of time for adoption is 12 – 18 months. Officers would recommend a start date in the spring or summer months when enforcement is generally easier, and carries less risk for those officers carrying out enforcement.
- 3.4 The adoption of CPE is not yet a statutory requirement, although officers believe that it may become so at a later date. Adoption at this stage allows the Council to implement CPE on its terms rather than have CPE imposed on it.
- 3.5 The adoption of CPE would also be in line with the Local Transport Plan 2, and specifically policy PARK1 which is;
- To work with District Councils to ensure that CPE is rolled out across the County by 2011.
- 3.6 In order to off-set the cost of adopting CPE, the Council may wish to consider working in partnership with the County Council to introduce on-street charging at certain locations. This is a separate matter to CPE and officers have been advised to introduce the two items separately. However, the two can be introduced at the same time and would positively impact on the business case for introducing CPE.
- 3.7 The Transport and Engineering Officer has been contacted regarding parking throughout the District by various bodies and individuals requesting more enforcement activity. These requests have been passed to the police, but show that the low level of enforcement currently employed by the Police is leading to problems in the entire District.
- 3.8 Other authorities adopting CPE have experienced a significant backlash against the newly enforced restrictions. However, there are also clear benefits such as the increased turnover of parking spaces on street with the consequential improvement in trading opportunities, and the improvement in areas of congestion in towns. The advantages and disadvantages are described in the following paragraphs.
- 3.9 The adoption of Civil Parking Enforcement would allow the Council to;
- Decide the level of enforcement required and where/how it is applied
  - Introduce new schemes (e.g. residents controlled parking) and enforce them appropriately
  - Improve traffic management

- Improve safety and environmental conditions, particularly in the pedestrian areas around the High Street(s) or areas of trade in the District
- Better utilise off-street parking locations and potentially increase revenue
- Combine on and off street enforcement into a single management regime
- Keep any revenue from Penalty Charge Notices, ring fencing the surplus to implement transport strategies
- Provide a more straight forward public perception of parking
- Review how parking is managed
- Improve intra-authority co-operation and partnership working, for example, with Parish Councils and the County Council.
- Improve the opportunity for trade in the town and village centres

3.10 The disadvantages of adoption are;

- CPE is likely to be more viable in urban than rural areas.
- Local Authorities which adopt CPE face the risk that there may be insufficient income to sustain the service.
- Traffic Wardens employed by the Police may be reluctant to transfer to the Local Authority.
- Parking enforcement is often open to public criticism. The adoption of on-street parking enforcement could increase the level of criticism, although the public are generally supportive and keen to see improvement.
- Once the powers to enforce CPE have been adopted, there is no scope for withdrawing from this responsibility.

3.11 There are a number of key issues which need to be considered should Members decide on the adoption of CPE. They are;

- The establishment of an agency agreement between the District and County Council
- The establishment of a steering group for the project
- The timescale for application for the powers
- The process of consultation.
- An agreement with the Police on how powers will transfer

3.12 A steering group of four officers including a Head of Service has met on three occasions to discuss CPE. The following conclusions were reached;

- The enhancements to the quality of life of residents may be less keenly felt in a relatively small area such as Bromsgrove.
- The opportunity to introduce CPE would be best taken at the same time as the town centre is redeveloped.
- The business case for adoption, as submitted by the consultants, is open to question.

3.13 These decisions were based on continuing to operate the existing pay and display system in its current format. Officers are aware of alternative methods of operation that will increase the effectiveness of the current operation and reduce the need for increased staff levels. Should Members decide to adopt these measures, the adoption of CPE will become far more economical.

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

- 4.1 The financial business case for the adoption of CPE was first proposed in the report by RTA Associates Ltd a consultancy employed by the District Council to consider CPE. Officers understand that they have also been employed for the same task by Wychavon, Wyre Forest and Redditch.
- 4.2 RTA Associates Ltd take the view that CPE will be financially viable in the long term. However Officers have some concerns with this point of view. The predictions provided by RTA Associates Ltd are based on a 5% increase in revenue from the off-street car parks. Experience from other District Councils shows that this is unlikely. Having consulted other operators informally they have indicated no increase in off-street revenue.
- 4.3 However, if a different style of parking enforcement is adopted on the current off-street car parks, which could reduce the need to employ additional staff, the adoption of CPE becomes far more attractive financially.
- 4.4 The broad financial conclusions from the RTA report are;
- The project would show an annual financial surplus if the highest rate of Penalty Charge Notice (PCN) level is chosen.
  - A consistent level of PCN issue is essential for viability.
  - Consistent and effective debt recovery is essential to the viability of the project.
  - There may be a need to work in partnership with the County Council to introduce on-street charges in certain areas (Bromsgrove, Rubery, Hagley, Alvechurch, Barnt Green are all possibilities) in order to ensure that the scheme is viable.
- 4.5 The Traffic Management Act 2004 has required parking operators to apply two different levels of penalty charge. The higher rate, commonly set at £70, is applied for a certain range of offences, whilst the lower rate (commonly set at £40) is applied for those offences which are felt to be less serious (i.e. displaying an expired ticket). Members should be aware that differential charging has caused a drop in revenue for some authorities, but does provide a more proportional fine.
- 4.6 The viability of the business model is based on the issue of around 9000 more PCNs per annum based on the employment of an additional 3 officers and the highest rate of PCN. This business case is necessary when submitting the case for adoption to the DFT. In the event that full compliance is achieved and no PCNs are issued, no income will be received. In this event the cost of policing the on-street operation will be met by the Council, with a potential cost of £159k per year. However, this may be offset by higher revenue from parking charges as a result of high compliance.

- 4.7 Staffing costs would also be higher with a requirement for an additional three enforcement officers, and the employment of a supervisor. The rise in workload for the back office may require the employment of another administration officer. This would lead to a predicted rise in annual expenditure of around £118k. However, if a more effective method of enforcing off-street car parks could be used such as pay on foot or the Automatic Number Plate Recognition System, the need for officers to patrol the off-street car parks as regularly as they currently do would be reduced, with the consequential reduction in revenue cost.
- 4.8 The introduction of CPE will require significant financial outlay. Operational management will allow a consolidation of all Traffic Regulation Orders within the District and some remedial works to be carried out. There will also be other capital costs incurred, such as On-street and Off-street Enforcement (e.g. providing equipment for enforcement officers), and Penalty Charge Processing (equipment for the back office function). These costs will need to be addressed as part of the medium term financial plan
- 4.9 There will also be increased revenue generated by the introduction of CPE. This will include potential additional revenue from parking fines and the potential for additional revenue from increased use of off-street car parks.
- 4.10 The figures supplied by the Consultants working on behalf of the Council suggest that there would be a start up cost of around £122k, and then an ongoing increase of £159k in expenditure to deliver the service. The following table itemises the set up, capital and ongoing revenue costs:

<b>Set up costs</b>		
PR	£	5
Consultants	£	15
Training, recruitment and uniforms	£	16
Computer equipment	£	14
<b>Total</b>	<b>£</b>	<b>50</b>
<b>Capital costs</b>		
Signs and line reviews	£	35
Signs conversion	£	2
Office equipment	£	21
Computer system	£	14
<b>Total</b>	<b>£</b>	<b>72</b>
<b>Ongoing revenue costs</b>		
Parking manager*	£	11
PR	£	1
Additional staffing for enforcement*	£	103
Back office staff*	£	15
Ongoing back office expenses	£	29
<b>Total</b>	<b>£</b>	<b>159</b>

\*includes overheads

4.11 This corresponds with an increase in income of £160k for the first year, followed by an annual increase of £215k for the following 4 years. The following table illustrates this position:

Year	1	2	3	4	5
<b><u>Expenditure</u></b>	-£ 287	-£ 159	-£ 159	-£ 159	-£ 159
<b><u>Income</u></b>	£ 160	£ 215	£ 215	£ 215	£ 215
<b><u>Sub-Total</u></b>	-£ 127	£ 56	£ 56	£ 56	£ 56
<b><u>Cumulative</u></b>	-£ 127	-£ 71	-£ 15	£ 41	£ 97

4.12 Regrettably a number of consultants have been proved incorrect in the number of penalty charge notices they expect the parking operator to issue, and the number issued has been less than anticipated. Officers are aware that careful management of the implementation of the scheme would provide significant benefits and allow any surplus to be maintained. In addition, the above table shows the effects of a 5% rise in off-street revenue.

4.13 Officers believe that the following table is a more likely indication of the likely effects of the introduction of CPE. This has included a reduced level of income relating to pay and display receipts and parking fines of £60k in the first year and £65k per year thereafter:

Year	1	2	3	4	5
<b><u>Expenditure</u></b>	-£ 287	-£ 159	-£ 159	-£ 159	-£ 159
<b><u>Income</u></b>	£ 90	£ 150	£ 150	£ 150	£ 150
<b><u>Sub-Total</u></b>	-£ 197	-£ 9	-£ 9	-£ 9	-£ 9
<b><u>Cumulative</u></b>	-£ 197	-£ 206	-£ 215	-£ 224	-£ 233

4.14 The following table has been prepared by the Transport and Engineering Officer and shows the effect of a different parking system, such as Automatic Number Plate Recognition (ANPR), on the figures specifically with regard to staffing levels. This chart does include the additional revenue generated from the ANPR system as a result of ticket sales and parking fines. The staffing costs have dropped by the removal of 2 enforcement officers and the reduced level of income described in 4.13:

Year	1	2	3	4	5
<b><u>Expenditure</u></b>	-£ 247	-£ 119	-£ 119	-£ 119	-£ 119
<b><u>Income</u></b>	£ 140	£ 190	£ 190	£ 190	£ 190
<b><u>Sub-Total</u></b>	-£ 107	£ 71	£ 71	£ 71	£ 71
<b><u>Cumulative</u></b>	-£ 107	-£ 36	£ 35	£ 106	£ 177

4.15 The following chart details the effects of introducing an ANPR system, a wireless networking system, a computerised management system for the management of car parking fines, and the additional effects of on-street charging. This includes a £21k addition to the capital costs for the wireless

system and a £10k per year increase in revenue from enforcement activity following adoption of the wireless system, a further increase in revenue of £19k per annum as a result of displacement from vehicles currently parking on-street onto off street car parks:

Year	1	2	3	4	5
<b><u>Expenditure</u></b>	-£ 268	-£ 119	-£ 119	-£ 119	-£ 119
<b><u>Income</u></b>	£ 169	£ 229	£ 229	£ 229	£ 229
<b><u>Sub-Total</u></b>	-£ 99	£ 110	£ 110	£ 110	£ 110
<b><u>Cumulative</u></b>	-£ 99	£ 11	£ 121	£ 231	£ 341

4.16 This is obviously more attractive financially as the risk is considerably lessened, but is entirely dependant on the adoption of a different parking system and the associated costs. It does prove that the adoption of CPE can be introduced in a financially viable way in the short term.

4.17 On-street surpluses would be the property of County Council. The procedure in the event of the on-street side running into deficit would need to be addressed in any agency agreement. However, the figures provided by the Transport and Engineering Officer are cautious estimates.

## **5. LEGAL IMPLICATIONS**

5.1 A full review of the Traffic Regulation Orders will have to be undertaken prior to adoption. This is an extensive undertaking, but is imperative due to the lack of accuracy of the current TROs. The project to review the TROs is a County Council responsibility (as the Highway Authority) and will need to be agreed and resourced as soon as possible after the decision to adopt CPE is undertaken.

5.2 Also vital is the agency agreement between the District Council and the County Council concerning the adoption of powers for on-street adoption. It is the County Council who will make the application to the Department for Transport (DfT), and prior to this application the agency agreement will need to be developed and signed. This agreement will address several issues, the most important of these being the financial aspects of adoption. For example, it will detail the process should there be a deficit in the on-street account, and also the use of any surplus that the adoption of CPE may generate.

## **6. COUNCIL OBJECTIVES**

6.1 The adoption of CPE would meet three of the Council objectives which are;

- To provide a clean, safe, and attractive environment
- To protect and improve our environment and promote sustainable communities
- To foster and sustain a strong and expanding economy

## **7. RISK MANAGEMENT**

- 7.1 Ensuring that the public are aware about the changes which will occur as a result of the adoption of CPE is vital to establish credibility and support. Any public relations campaign should highlight the positive results arising from the adoption of CPE, such as improved traffic management and improved safety and environmental conditions, and the fact that a parking offence is now decriminalised. This will need to take place shortly before the introduction of CPE.
- 7.2 Members should be aware that there will be significant comment regarding the introduction of CPE. For example, traders traditionally cite the introduction of CPE as being detrimental to trade. In practice experience shows that the opposite is true and more effective enforcement leads to a higher turnover of visitors and therefore increased trade.
- 7.3 As already mentioned, there will also be significant comment regarding the introduction of on-street charges. Experience from other towns has shown that this will be significant. This needs to be countered by a well managed publicity campaign well before these changes are introduced.

## **8. CUSTOMER IMPLICATIONS**

- 8.1 The current on-street enforcement regime provided by the Police is relatively minor with little or no enforcement on some days. The impact of employing a larger number of staff specifically for parking management will lead to a rise in the number of parking fines issued, which in turn will generate a number of complaints.
- 8.2 Conversely, the overwhelming majority of drivers already park properly, and effective enforcement against offenders will improve traffic flow, improve turnover in time restricted bays (and therefore trade in that area), reduce the abuse of disabled only parking bays and will improve safety on roads.

## **9. EQUALITIES AND DIVERSITY IMPLICATIONS**

- 9.1 Better control of on street parking places will improve traffic flow and prevent abuse of disabled parking bays and restricted parking areas.

## **10. VALUE FOR MONEY IMPLICATIONS**

- 10.1 Co-ordinating all parking management issues into a single service will provided a more efficient service to the community, with greater control of parking and traffic management.



## 11. OTHER IMPLICATIONS

Procurement Issues: None

### Personnel Implications

There will be a need for a senior officer to take responsibility for the complete management of the parking operation to include both on-street and off-street areas. This post may become part of an existing post, be a new post, or be outsourced.

There will also be a need to consider the Transfer of Undertakings (Protection of Employment) (TUPE) regulations with regard to the Traffic Warden currently employed for on-street enforcement. It may be that he decides to take early retirement or redeployment, so TUPE may not apply.

To manage this project, it will be necessary to establish a project steering group. This should include officers from the various internal sections of the Council, and also officers from the Highways Partnership Unit and the Police. It will also be necessary to establish a project manager to direct the steering group. Given the importance of this project, it is suggested that major policy direction for the project should come from a group of Members and senior officers who are constituted and delegated with the responsibility for the successful implementation of CPE.

The need for additional staff has already been outlined in paragraph 4.6.

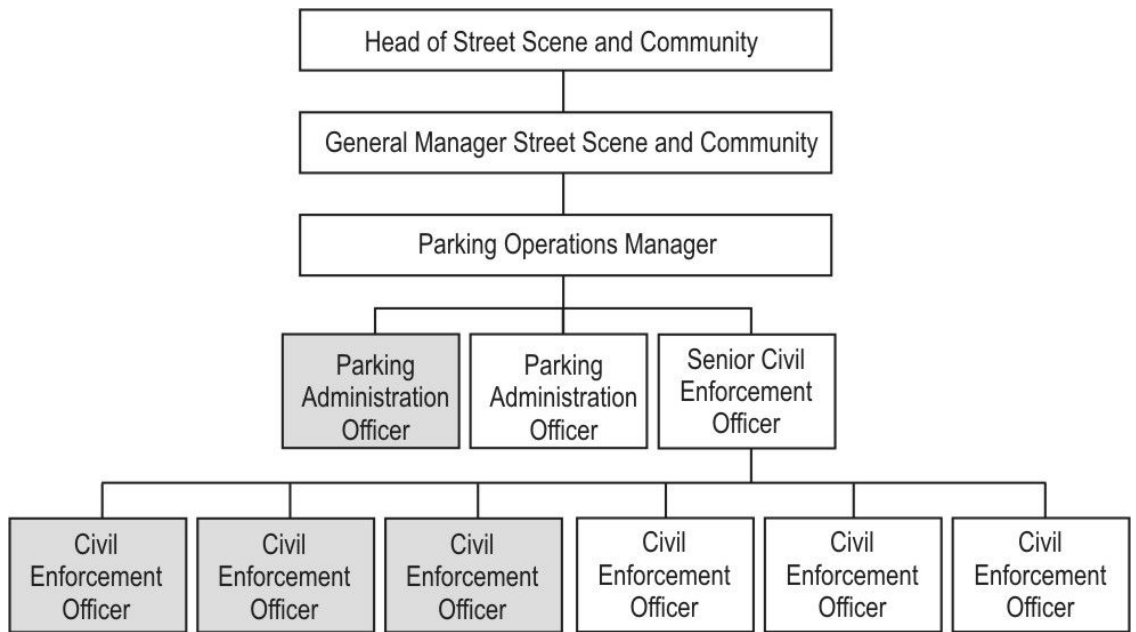
In addition to managing the Engineering Technician and Shopmobility roles, the Transport and Engineering Officer is also responsible for managing the Council's concessionary fares policy and payments, along with a small number of other tasks.

The decision to adopt CPE will immediately place an extremely high workload on the Transport and Engineering Officer, and consideration needs to be given as to how this would be managed internally. The workload created by the decision to adopt CPE will be substantial, and the successful implementation will be dependant on the resources made available for the process.

Furthermore, the consultants have indicated that the current number of Enforcement Officers is unsatisfactory and should either be increased by one, or a Senior Enforcement Officer should be employed to address this. Due to the nature of their role, Enforcement Officers tend to be self-financing. The low level of staffing has also been commented on by the Councils Internal Audit section, and was reported to the Scrutiny Task Group by officers although this has not been included in the final report.

The following chart summarises the proposed staff structure with the grey posts being those considered necessary under CPE and not within the current parking

system;



Should members decide to adopt the ANPR management system it is likely that the requirement for an additional three enforcement officers (highlighted in grey above) will no longer be necessary.

There is also a need to look at accommodating this section in a location that is accessible at all times to staff as the Shopmobility building is unlikely to be suitable for the expansion required.

Governance/Performance Management: Improved performance of Parking Section. Greater control over traffic management.

Community Safety including Section 17 of Crime and Disorder Act 1998  
There is the possibility that the increased enforcement of parking offences may lead to threats of assault against Enforcement Officers. It is essential that full training, similar to the current training, is given to minimise the risks inherent in this role. However a greater presence of Enforcement Officers on street may also reduce some minor crime incidents against vehicles.

Policy: The report proposes a change in the method of parking management across the District.

Environmental: There is the potential for improved traffic flow and reduced congestion in the town and village centre areas.

## 12. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Chief Executive	Yes
Executive Director - Partnerships and Projects	Yes
Executive Director - Services	Yes
Assistant Chief Executive	Yes
Head of Service	Yes
Head of Financial Services	Yes
Head of Legal, Equalities & Democratic Services	Yes
Head of Organisational Development & HR	Yes
Corporate Procurement Team	Yes

## 13. WARDS AFFECTED

All wards.

## 14. APPENDICES

14.1 None

## 15. BACKGROUND PAPERS

15.1 *Decriminalised Parking Enforcement Study Report, RTA Associates Ltd, August 2005.*

## CONTACT OFFICER

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## BROMSGROVE DISTRICT COUNCIL

### CABINET

2ND JULY 2008

#### UPDATE ON ENERGY EFFICIENCY GROUP

Responsible Portfolio Holder	Councillor Mrs. J. Dyer M.B.E.
Responsible Head of Service	Executive Director - Partnerships and Projects
Non Key Decision	

#### 1. SUMMARY

- 1.1 This provides an up date of the work of the Energy Efficiency Group established to promote and pursue actions to secure more efficient energy use by the Council.

#### 2. RECOMMENDATION

- 2.1 To consider the progress of the Energy Efficiency Group.

#### 3. BACKGROUND

- 3.1 The Energy Efficiency Group has met twice since its inception in January 2008. The group is chaired by Councillor Mrs Jill Dyer and draws representation from across the Council's departments.
- 3.2 The Scrutiny Steering Group requested an up date on the work of the Energy Efficiency Group and sought to consider the work of the Energy Efficiency Group to determine whether it should establish a task group to scrutinise the issue of climate change.
- 3.3 The Energy Efficiency Group has primarily been established to monitor the progress with pursuing the recommendations of the Energy Savings Trust (EST). The EST carried out work on behalf of the Council looking at areas where energy efficiency savings could be identified.
- 3.4 Progress in pursuit of these recommendations is considerable and is added to this report as an appendix.
- 3.5 Although the primary focus of the Energy Efficiency Group has been on the EST report, the Group has also begun to consider wider sustainability issues as many of the recommendations contained in the EST report are inter-linked with other aspects of the Council's activities.

- 3.6 The Energy Efficiency Group has begun to explore the possibility of corporate actions to promote sustainability and departmental approaches to sustainability.
- 3.7 Sustainability is not a priority of this Council. Therefore, the Council has to be mindful of the level of resources it can commit to this area. However, there is a keenness amongst officers to promote sustainability and formulate policies and approaches that will contribute towards a more sustainable organisation.
- 3.8 The Council is already active in a number of areas related to sustainability, but currently there is limited co-ordination and focus for those activities.
- 3.9 The Group is aware of the need to balance the Council's recognition of the importance of sustainability without unnecessarily committing resources to an area that is not a corporate priority.

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

- 4.1 The principal financial implication at this stage is that through energy efficiency measures the Council can secure savings.

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

- 5.1 There are no legal implications, although legislation is being developed to promote reductions in carbon emissions and to promote greater energy efficiency.

#### **6. COUNCIL OBJECTIVES**

- 6.1 Efficient use of energy does have links to housing and performance objectives.

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

- 7.1 The risk associated with the Energy Efficiency Group work is that the impact of carbon emissions can be significant on the environment.
- 7.2 There is the risk of not maximising the benefits of efficient energy use and not realising savings.

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

- 8.1 The more efficient use of energy demonstrates to customers the Council's commitment to use resources effectively and to reducing costs.

**9. EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 There is not a direct link to equality and diversity.

**10. VALUE FOR MONEY IMPLICATIONS**

10.1 Through more effective use of resources there will be a contribution to value for money. Use of energy saving lights and a consciousness regarding consumption of resources can contribute positively to VfM.

**11. OTHER IMPLICATIONS**

Procurement Issues – There is a powerful connection with procurement, not only in terms of procuring sustainable products, but also in terms of approaches to purchasing and drawing on economies of scale and monitoring energy use so it is used efficiently.
Personnel Implications – May have implications for working from home policy.
Governance/Performance Management - None
Community Safety including Section 17 of Crime and Disorder Act 1998 - None
Policy – Procurement; Value for Money; Working from Home; Travel; Strategic Housing and Planning
Environmental – This has major implications for environment as efficient use of resources forms a major part of environmental protection and sustainable communities.

**12. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	Yes
Chief Executive	Yes
Executive Director - Partnerships and Projects	Yes
Executive Director - Services	Yes
Assistant Chief Executive	Yes

Head of Service	Yes
Head of Financial Services	Yes
Head of Legal, Equalities & Democratic Services	Yes
Head of Organisational Development & HR	Yes
Corporate Procurement Team	Yes

**13. WARDS AFFECTED**

All Wards.

**14. APPENDICES**

Appendix 1 Notes of the Energy Efficiency Group meeting held on 27th March 2008

**BACKGROUND PAPERS**

None.

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## Energy Efficiency Group

### Notes of Meeting held on Thursday 27th March 2008

**Present** – Councillor Jill Dyer M.B.E.; Alex Haslam; Katie Sharpe-Fisher; Rachel Kennett; Hayley Pankhurst; Andy Coel; Phil Street;

#### 1. Procurement Strategy

- a. The meeting was told that a draft procurement strategy had been prepared and that this was going to Cabinet. The procurement strategy included reference to the need for the importance of sustainability when procuring goods and services.
- b. The meeting was told that the Council will require an energy efficiency certificate for all buildings by October 2008. It was suggested that the assets manager needed to attend these meetings as energy efficiency was implicit to efficient asset management.
- c. The meeting was told that energy measurement was now being recorded and conversations were taking place with WIEAC to interpret the data being collected and that water consultants were being engaged to examine the water supply invoices. The information being collected from various sites and meters were being analysed and opportunities were being explored for claw back on the bills. The energy and utilities were being monitored and information on use and means for reducing expenditure will be available from December 2008.
- d. The meeting heard that WMS provides green electricity.

#### 2. Energy Saving Trust Recommendations

- a. In terms of addressing the priorities identified by the Energy Savings Trust in their survey for Bromsgrove District Council in March 2007. The following update was given:
- b. **Establish top-level commitment, as this is critical for the allocation of resources and the provision of support to staff. Linked to this:**

- c. **Establish an 'energy champion' at a senior level. This individual should take the lead in developing partnerships and could also lead an internal steering group on energy.**
- d. The Council have nominated the Executive Director – Partnerships and Projects to be the energy champion.
- e. **Set up a steering group on energy that includes representatives from eg environment, finance, regeneration, planning, building control, community planning etc.**
- f. A steering group has been established representing a cross section of Departments.
- g. **Talk to the council's energy supplier about introducing different meters and establish a system for monitoring energy data, even for the buildings with low consumption of energy and use this information to benchmark Bromsgrove's performance with other councils.**
- h. This is now being pursued. See paragraph 1c above
- i. **Consider applying to take part in the next round of the Carbon Trust's of the Local Authority Carbon Management programme. Phase 5 of this programme will be launched in May 2007 to 30 local authorities.**
- j. This has not been pursued although conversations are taking place with the Carbon Trust and BDC staff have attended events organised by that organisation
- k. **Introduce a strategy and action plan with a target for reducing energy consumption by a given date.**
- l. Data is being collected and analysed and once this has been completed a strategy and action plan will be prepared. This is likely to be completed by March 2009.
- m. **Increase the time available for the HECA officer post, use energy efficiency data from the rolling survey to ensure resources are targeted appropriately, and set a target of bringing domestic carbon emissions below the national average.**
- n. Energy Efficiency questionnaires are sent out annually to Bromsgrove District, WEEAC analyse the information and feed back to the Private Sector Housing Team. Data is also collated from house inspections from

both internal and external agencies. Grants, enforcement activity and advice are targeted to these areas and formally mapped to identify take up of the energy efficiency measures within Bromsgrove.

- o. Focus on developing schemes to promote sustainable energy to owner occupiers.**
- p. The Private Sector Housing Team have a Renewable Energy Grant schemes available in promoting a variety of technologies to home owners and non-profit community buildings. The budget has been set for £10,000 which will enable approximately 10 households within Bromsgrove to implement Renewable Energy technologies on or in their properties. The grant is a 50% match funded grant with a maximum limit of £1000. Leaflets and application forms have been produced and are currently being promoted.
- q. Create an overarching energy strategy and action plan that makes reference to existing strategies such as the housing strategy and the climate change action plan. This strategy should contain specific targets that are in line with national targets and should include an action plan showing how the HECA target will be met. It should also include a section on improving the energy efficiency of the council's estate and a section on tackling energy in the wider community.**
- r. Work has commenced on preparing a sustainability framework. The framework details the concept and scope of sustainability and considers the Council's internal and external responsibilities. It will provide definitions for sustainability, climate change and biodiversity. It will detail responsibilities in line with legislation and best practice and will contain information on the Council's work around energy; biodiversity; waste and litter; transport; water; pollution and health and well being.
- s. Allocate resources for the implementation of this overarching action plan.**
- t. Consideration is being given to identifying resources to carry out this work. Currently, work associated with sustainability is being undertaken over and above current duties as this is not regarded as a priority for the Council. It may prove possible to examine future vacancies and build some of the duties associated with sustainability strategy into that post. It was recognised that co-ordination was required for sustainability work. However, it was accepted that additional resources were not presently available and the Council budget did not provide for expansion in expenditure in this area at this time.

- u. **Work with local housing associations to ensure that assessments of affordable warmth are incorporated into assignment procedures.**
- v. Ensure that energy efficiency is a regular item on the agenda of quarterly RSL Liaison Meetings with preferred partners to establish and monitor RSL standards and targets for energy efficiency in both new build projects and programmes for upgrading energy efficiency in existing affordable housing stock.
- w. **Establish an energy training strategy and initiate an energy efficiency training programme with all staff (especially frontline staff). Include energy efficiency training in the induction programme for all new staff. This should ideally include key people from different departments.**
- x. This recommendation has not yet been addressed
- y. **Initiate training with planners about energy efficiency, but more particularly renewable energy. This should include advice about how to 'future-proof' houses by exceeding the building regulations.**
- z. This recommendation has not yet been addressed
- aa. **Train all outreach staff on energy saving measures.**
- bb. This recommendation has not yet been addressed
- cc. **Use the 'Meeting the 10 per cent' publication to assist with the development of Bromsgrove's policy for renewable energy generation.**
- dd. This is being considered by the Planning Department, but not enacted as yet.
- ee. **Consider producing Supplementary Planning Document on energy efficiency and renewables aimed at householders that encourages them to exceed the building regulations when extending or refurbishing their home. As part of this explore waiving requirements for planning permission for certain renewable energy sources for households.**
- ff. This recommendation has not been addressed.
- gg. **Keep up to date on all available funding**

- hh. The Council understands that DEFRA funding is being provided through the West Midland Regional Improvement and Efficiency Partnership and contact has been made with them to enquire about means of accessing this funding.
- ii. **Monitor the proportion of nationally available grant funding that is spent in the area to ensure that Bromsgrove is getting its 'fair share'.**
- jj. This recommendation has not been pursued.

### **3. Travel Plan**

- a. The issue of the need for a travel plan was discussed. The meeting was told that a survey had been carried out in April 2005 to identify the means of transport staff and visitors used to the Council Offices. This information had been used to prepare a travel plan that aimed to promote more sustainable means of transport to and from the Council Offices for staff and to a lesser extent visitors.
- b. Unfortunately the travel plan was not presented and consequently not adopted. However, recently the Council's role in promoting more sustainable communities has been acknowledged and work has recommenced on the travel plan. The original travel plan has been reviewed and although in many ways is still appropriate the data on which it is based is out of date. Consequently, work needs to be commissioned to refresh the data in order to revise the plan.
- c. It was agreed to revisit the travel plan and undertake revisions to the document. This will be presented to senior management with the recommendation to take steps to refresh the data.

### **4. Sustainable Framework for Bromsgrove**

- a. It has been proposed that work on energy efficiency cannot be addressed in isolation from other sustainability issues. Therefore, a framework for sustainability was presented to the group. It was suggested this would be a framework within which other documents and policies relating to sustainability were located.
- b. The group discussed the need for the Council to develop a range of corporate policies relating to sustainability. This would include energy use; water; travel and training. However, it was proposed that there needed to explore the prospects for sustainability being included in the departmental business plans and that each department be required to carry out an

environmental impact assessment that examined the impact for their work on sustainability and identify areas for priority action.

#### **5. Any other business**

It was proposed that the membership of the steering group should be expanded to include the asset manager and a representative from Planning and from Environmental Health.

#### **6. Date of Next Meeting**

Members of the group were to be notified of this date, but it has subsequently been agreed to hold the meeting on **Thursday May 8th at 4 p.m.**

## BROMSGROVE DISTRICT COUNCIL

2 JULY 2008

### CABINET

#### **IMPROVEMENT PLAN EXCEPTION REPORT [APRIL 2008]**

Responsible Portfolio Holder	Councillor Mike Webb Portfolio holder for Customer Care and Service
Responsible Officer	Hugh Bennett Assistant Chief Executive

#### **1. SUMMARY**

- 1.1 To ask Cabinet to consider the attached updated Improvement Plan Exception Report for April 2008.

#### **2. RECOMMENDATION**

- 2.1 That Cabinet considers and approves the revisions to the Improvement Plan Exception Report, and the corrective action being taken.
- 2.2 That Cabinet notes that for the 111 actions highlighted for April within the plan 83.8 percent of the Improvement Plan is on target [green], 7.2 percent is one month behind [amber] and 2.7 percent is over one month behind [red]. 6.3 percent of actions have been rescheduled [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 then Improvement Director. The Improvement Plan is designed to push the Council through to a rating of Fair during 2008.

#### **4. PROGRESS IN APRIL 2008**

- 4.1 Overall performance as at the end of April 2008 is as follows: -

March 2008

April 2008

<b>RED</b>	<b>2</b>	<b>1.5%</b>	<b>RED</b>	<b>3</b>	<b>2.7%</b>
<b>AMBER</b>	<b>10</b>	<b>7.4%</b>	<b>AMBER</b>	<b>8</b>	<b>7.2%</b>
<b>GREEN</b>	<b>117</b>	<b>86.7%</b>	<b>GREEN</b>	<b>93</b>	<b>83.8%</b>
<b>REPROGRAMMED</b>	<b>6</b>	<b>4.4%</b>	<b>REPROGRAMMED</b>	<b>7</b>	<b>6.3%</b>

Where: -

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

Out of the total of 111 actions for the month, 9 actions have been deleted, suspended or the timescales have been substantially revised. This amounts to 8.1 percent of the original actions scheduled for this month. These actions are: Longbridge (Pre Examination Meeting) (2.4); Modernised Strategic Housing Service (3.2.6); Three Charter Marks x 2 (5.2.4; 5.4.5); Satisfaction with Artrix (8.2.1); Revisit Planning Moratorium (10.4.3); Improved Financial Management by budget holders x 2 (12.1.3; 12.1.4); Single Status (20.2.4); Review Productive Time (22.4.1); Develop Project Management Arrangements for CMT (22.6.4).

- 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. COUNCIL OBJECTIVES**

- 7.1 The Improvement Plan relates to all of the Council's four objectives and 10 priorities as per the 2007/2010 Council Plan.

**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. EQUALITIES AND DIVERSITY IMPLICATIONS**

10.1 Please see section 3 of the Improvement Plan

**11. VALUE FOR MONEY IMPLICATIONS**

11.1 See section 11 of the Improvement Plan

**12. OTHER IMPLICATIONS**

Procurement Issues: Delivery of the Improvement Plan involves various procurement exercises.
Personnel Implications: See Section 18 of the Improvement Plan.
Governance/Performance Management: See Section 4 of the Improvement Plan.
Community Safety including Section 17 of Crime and Disorder Act 1998: See sections 12.2 and 12.3
Policy: See Section 4 of the Improvement Plan.
Environmental: See Section 8 of the Improvement Plan.

**13. OTHERS CONSULTED ON THE REPORT**

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

**14. WARDS AFFECTED**

14.1 All wards

## **15. APPENDICES**

15.1 Appendix 1 Improvement Plan Exception Report April2008

## **16. BACKGROUND PAPERS:**

16.1 The full Improvement Plan for April will be e-mailed to all Members of Cabinet and can be found at [www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk) under meetings Minutes and Agendas where there is a direct link to the Improvement Plan.

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<b>CP3: Housing</b>																	
Ref	April 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
3.2.4	Implement contractor procurement framework for DFGs				Specification now agreed and pre-contract questionnaire being formulated for advertisement.										AC	Feb-08	Jun-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>3.2</b>	<b>Modernised Strategic Housing Service</b>																
3.2.4	Implement contractor procurement framework for Disabled Facilities Grants	AC													Timescale extended until June.		

<b>CP4: Customer Service</b>																	
Ref	April 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
4.3.5	Prepare and undertake satisfaction survey within the Forum				The Conference Event was very focussed on workshops and time was not available to undertake the survey work: this has been postponed until June										CF	Mar-08	Jun-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>4.3</b>	<b>Annual Satisfaction of Equalities Forum</b>																
4.3.5	Prepare and undertake satisfaction survey within the Forum	CF													Survey questionnaires prepared and agenda item placed for the forum meeting in June.		

<b>CP7: Community Influence</b>																	
Ref	April 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
7.1.5	Deliver plan.				Consultation delayed due to the knock on effect of other work.										HB	April-08	May-08
7.1	<b>Area Committee pilots (probable expansion of two)</b>																
7.1.5	Deliver plan.	HB														Consultation letter will be sent out by end of May.	

FP1: Value for Money																	
Ref	April 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
11.1.3	Quarterly report to PMB to assess the effectiveness of the alternative methods of service delivery e.g.- transfer to leisure trust, payroll service provision (NB formerly entitled 'Monitor provision through client reviews')														JP	Dec-07	July-08
11.1	<b>Realisation of cashable savings by alternative methods of service delivery</b>																
11.1.3	Quarterly report to PMB to assess the effectiveness of the alternative methods of service delivery e.g.- transfer to leisure trust, payroll service provision	JP															Further delayed until July – August 2008. Monitoring of the SLAs for the two contracts will commence once they go live.

<b>PR2: Improved Governance</b>																	
Ref	April 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
16.4.6	Review roles and responsibilities for Leader, Leader of Opposition and Cabinet Members.		Dependent on the Local Government and Public involvement in Health Act.												CF	Jan-07	Autumn-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>16.4</b>	<b>Improve Member Capacity</b>																
16.4.6	Review roles and responsibilities for Leader, Leader of Opposition and Cabinet Members.	CF														Whole scale change will not occur until the consequence of the Local Government and Public involvement in Health Act is known in Autumn 08.	

<b>HR&amp;OD2: Modernisation</b>																	
Ref	April 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
20.2.4	Terms and Conditions Negotiations (including Pay Protection).		All original proposals will stand as planned.												JP	Feb-08	Aug-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>20.2</b>	<b>Single Status</b>																
20.2.4	Terms and Conditions Negotiations (including Pay Protection).	JP														Revised timetable for implementation is now planned, aiming for Cabinet decision on 30 <sup>th</sup> July, and implementation on 15 <sup>th</sup> August 2008.	

HR&OD2: Modernisation																	
Ref	April 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
20.2.6	Ballot of staff				Independent quality assurance report confirmed no issues of concern in respect of the process followed, or the proposed pay model.										JP	Jan-08	Aug-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
20.2	Single Status																
20.2.6	Ballot of staff	JP														Revised timetable for implementation is now planned, aiming for Cabinet decision on 30 <sup>th</sup> July, and implementation on 15 <sup>th</sup> August 2008.	

HR&OD2: Modernisation																	
Ref	April 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
20.2.7	Implement				The planned implementation date of April 2008 had to be put back pending resolution to the concerns expressed by National Unison, and the associated quality assurance test.										JP	Jan-08	Aug-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
20.2	Single Status																
20.2.7	Implement	JP													Implementation planned for August 08.		

<b>HR&amp;OD2: Modernisation</b>																	
Ref	April 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
20.3.1	Review, develop, consult, train and Implement on all HR policies and procedures as detailed in the People Strategy.		HR policy review programme has slowed down as a result of team capacity (e.g. HR implications of the budget) and case management.												JP	Dec-07	May-08
<b>20.3</b>	<b>Policy Development</b>																
20.3.1	Review, develop, consult, train and Implement on all HR policies and procedures as detailed in the People Strategy.	JP														This is being picked up again as part of the new Business Planning year and has been specifically targeted in individual PDRs.	



HR&OD2: Modernisation																	
Ref	April 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
20.4.3	Evaluate Manager Induction				Delay is due to the effect of the Implementation of Spatial/EDMS within HR&OD where the Learning and OD Manager is the team lead. This has been further delayed due to the unforeseen prolonged absence of the Learning and OD Manager.										JP/HP	Aug-07	July-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
20.4.	<b>Management Development Strategy</b>																
20.4.3	Evaluate Manager Induction	JP/HP													The approach for induction for new managers will be included within the report to CMT on the T&D Strategy – see item 22.4.1 below		

<b>HR&amp;OD4: Learning and Development</b>																	
Ref	April 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
22.4.1	Review corporate training programme each quarter.		Orange		Report delayed due to unforeseen absence of Learning and OD Manager.										HP	Apr-08	July-08
<b>22.4</b>	<b>Review Productive Time</b>																
22.4.1	Review corporate training programme each quarter.	HP	Green			Green			Green			Orange	Hatched	Hatched	Report on the T&D strategy was delayed due to unforeseen absence of Learning and OD Manager. Will now be ready in July 2008.		

## BROMSGROVE DISTRICT COUNCIL

### EXECUTIVE CABINET

02 JULY 2008

#### NEW IMPROVEMENT PLAN 2008-2009

Responsible Portfolio Holder	Cllr. Mike Webb, Portfolio Holder for Customer Care and Service.
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive
Non-Key Decision	

#### 1. SUMMARY

- 1.1 To provide Cabinet with a new Improvement Plan for 2008-09. As in previous years, the annual Improvement Plan will enable Cabinet and PMB to monitor progress against the Council's five priorities and the enablers that support these. The Improvement Plan has been cross referenced to the Council Plan's key deliverables, Department of Communities and Local Government's disengagement criteria and the Audit Commission's direction of travel recommendations.

#### 2. RECOMMENDATION

- 2.1 It is recommended that:-
- i. Cabinet considers the actions and timescales submitted for inclusion and approves the plan.

#### 3. BACKGROUND

- 3.1 The new Improvement Plan is based on the key deliverables and outcome measures detailed in the Council Plan 2008-09. It is monitored each month on an exception basis and focuses on Council delivery across the five priorities and across financial, process and human resources perspectives. As was the case in 2007-08, Heads of Service have been asked to populate the Improvement Plan with the major actions that will be undertaken by their service in the 12 months from July 2008.
- 3.2 Two Managers' focus groups were held on 8<sup>th</sup> May 2008 to aid the development of this year's Improvement Plan. Attendees were asked to think about what actions they would like to see delivered in the future under each of the Council's five priorities and in the supporting areas of IT, Finance, Human Resources and Communications. These actions were noted down and were then classified according to whether they already appeared in the draft Improvement Plan, whether they should be because they could be delivered within the next 12 months, or whether they were

more long term in nature and should therefore be considered at the Cabinet/CMT away day in July 2008. Each head of service has built in at least one action, based on the focus groups with managers. The Corporate Communications, Policy and Performance Team will respond to every point raised by the managers, after the Cabinet/CMT away day.

- 3.3 The Council's CPA inspection is likely to take place in October 2008. It is therefore important that actions on the Improvement Plan have made sufficient progress by that date, and indeed that appropriate progress has been planned in the first place. The following table sets out the planned position in October on the Council's key projects:-

<b>Key project</b>	<b>Desirable position at October 2008</b>
Longbridge	Awaiting Inspector's report on Area Action Plan due in November.
Town Centre	Consulted on issues and options and drawn up finalised proposals. On track for relocation of Market in March 09.
Single Status	Gone live with revised terms and conditions.
Spatial	On target for December completion of phases 1 & 2.
Neighbourhood Area Committees	Third pilot established and governance arrangements agreed for all pilots.
Dolphin Centre	Transferred to Leisure Trust.
LDF	Consultation on preferred option Core Strategy largely complete.
Capital Programme	On target with 15% margin.
Affordable Housing Units	40 units delivered.
Improved Collection Method	Vehicle requirements assessed.

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

- 4.1 There are no financial implications. The Council's priorities were set in September 2007 and budget bids (included as actions on the Improvement Plan where appropriate) were decided as part of the 2008-09 budget round. The Improvement Plan details the resource available for each action.

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

- 5.1 There are no legal implications directly associated with this report, although clearly, the delivery of a number of actions in the plan will have legal implications.

**6. COUNCIL OBJECTIVES**

6.1 The Improvement Plan outlines delivery activities for the coming year in all of the Council's objectives and priority areas.

**7. RISK MANAGEMENT**

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

- A non-robust Improvement Plan
- Failure to deliver sufficient progress in priority areas

7.2 These risks are being managed as follows:

- A non-robust Improvement Plan

Risk Register: Corporate Communications, Policy and Performance

Key Objective Ref No: CCPP05

Key Objective: Drive delivery of the Improvement Plan, prepare the Council for its CPA re-inspection and prepare for CAA

- Failure to deliver sufficient progress in priority areas

Risk Register: Corporate Communications, Policy and Performance

Key Objective Ref No: CCPP05

Key Objective: Drive delivery of the Improvement Plan, prepare the Council for its CPA re-inspection and prepare for CAA

**8. CUSTOMER IMPLICATIONS**

8.1 The plan includes a section on customer service.

**9. EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 The plan includes an equalities section and a number of equalities outcomes, for example, the new toilets in the town centre, the train station redevelopment and the proposed community transport scheme.

**10. VALUE FOR MONEY IMPLICATIONS**

10.1 Section 6 of the new Improvement Plan covers actions that will address Value for Money implications.

**11. OTHER IMPLICATIONS**

Procurement Issues None
Personnel Implications None

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

**12. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	<b>Yes</b>
Chief Executive	<b>Yes</b>
Executive Director - Partnerships and Projects	<b>Yes</b>
Executive Director - Services	<b>Yes</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service	<b>Yes</b>
Head of Financial Services	<b>Yes</b>
Head of Legal, Equalities & Democratic Services	<b>Yes</b>
Head of Organisational Development & HR	<b>Yes</b>
Corporate Procurement Team	<b>No</b>

**13. WARDS AFFECTED**

All Wards

**14. APPENDICES**

Appendix 1 Improvement Plan 2008-09

**15. BACKGROUND PAPERS**

None

**CONTACT OFFICER**

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<b>Priority CP1: Town Centre</b>					
<b>1</b>	<b>Expected Outcome</b>	<b>Regeneration of Bromsgrove Town Centre</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
<b>1.1</b>	Public support for plans	Area Action plan: issues and options stage completed Move towards preferred options stage	31 October 2008 31 January 2009	PS PS	Project manager and Marketing manager 2008/2009 Budget
<b>1.2</b>	Work Commenced	Procure preferred partner Public and trader consultation on plans	30 June 2008 31 July 2008	PS PS	Recruitment Consultants 2008/09 Budget.
<b>1.3</b>	Agree sites for relocation of public sector partners	Identification and discussion with Fire and Rescue, Police and WCC about potential sites for relocation	31 March 09	PS	WCC Police, Fire and Rescue Service 2008/09 Budget
<b>1.4</b>	Reach agreement on redevelopment of the market hall site	Hold discussions with retailer Close market hall and relocate market to an outdoor site on the high street	31 December 2008 31 March 2009	PS PS	Retailer and Developer resources 2008/09 Budget
<b>1.5</b>	Redevelop public toilet facilities in town centre	Commission architect and builder and commence work	30 April 2009	PS	Capital Programme
<b>1.6</b>	High street enhancement through improved high street events and	Hold discussions with sponsors and businesses to agree enhancements	31 October 2008	PS	Sponsorship 2008/09 Budget

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	Christmas lights				
1.7	Agree funding and planning permission for train station redevelopment.	Agree multiple funding.	31 July 2008	HB	Multiple partners.
		Agree historic dimension to new build.	30 September 2008	HB	BRUG/Bromsgrove Society, 2009/2010 budget bid.
		Obtain planning permission, including travel plan, that links to town centre and includes transport interchange.	31 December 2008	HB	Planning Team.
		Start work on redevelopment.	28 February 2009	HB	Network Rail.
1.8	Establish community transport service, linked to town centre regeneration.	Develop business case and submit budget bid.	30 September 2008	HB	2009/2010 budget bid. County Council. Sponsorship.
		Develop and deliver implementation plan.	30 June 2009	HB	Redditch BC

<b>Progress Update</b>	
1.1	
1.2	

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1.3	
1.4	
1.5	
1.6	
1.7	
1.8	

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
1.1.	<b>Public Support for Plans (see section 14.4 Area Action Plan)</b>														
1.2.	<b>Work Commenced (see 1.4)</b>														
1.2.1	Identify legal support	PS													
1.2.2	Identify commercial support	PS													
1.2.3	Inform traders of issues and options consultation	PS													
1.3	<b>Agree sites for relocation of public sector partners</b>														
1.3.1	Consultation on Parkside	PS													
1.3.2	Receive planning	PS													

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Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
	applications															
1.3.3	Take action on Parkside building	PS														
1.3.4	Consider road improvements	PS														
<b>1.4</b>	<b>Reach agreement on redevelopment of the market hall site</b>															
1.4.1	Receive advice on OJEU	PS														
1.4.2	Seek commercial advice	PS														
1.4.3	Meet with retailers	PS														
1.4.4	Await designs from retailers.	PS														
1.4.5	Determine successful designs and ensure retailer will fund scheme.	PS														
1.4.4	Agree heads of terms	PS														
1.4.5	Prepare contract	PS														
1.4.6	Seek planning permission	PS														

<b>1.5</b>	<b>Redevelop public toilet facilities in town centre</b>															
1.5.1	Consult disabled users	PS														
1.5.2	Identify site	PS														
1.5.3	Appoint project managers	PS														
1.5.4	Prepare plans	PS														
1.5.5	Appoint builders	PS														
1.5.6	Commence building work	PS														

<b>1.6</b>	<b>High street enhancement and improved high street events</b>															
1.6.1	Draw up proposals	PS														
1.6.2	Meet with AWM	PS														

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1.6.3	Consider proposals	PS													
1.6.4	Prepare plans for High Street events	PS													
1.6.5	Events start running every month, including Xmas lights etc.	PS													
1.6.6	Submit proposals for funding additional events	PS													
1.6.7	Bids approved.	PS													

<b>1.7</b>	<b>Agree funding and planning permission for train station redevelopment, with transport links to town centre</b>														
1.7.1	Network Rail to agree business case and funding for station.	HB													
1.7.2	Agree historic dimension to new build.	HB													
1.7.3	Obtain planning permission.	HB													
1.7.4	Start work on new build.	HB													
<b>1.8</b>	<b>Establish community transport service, linked to town centre regeneration</b>														
1.8.1	Research market and demand for service.	HB													
1.8.2	Research funding options for service.	HB													
1.8.3	Develop and submit business case.	HB													
1.8.4	Funding approved.	HB													
1.8.5	Develop and deliver implementation plan.	HB													

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<b>Priority CP2: Housing</b>					
<b>2</b>	<b>Expected Outcome</b>	<b>Delivery of Housing Strategy</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
2.1	Delivery of affordable housing target (Housing Strategy)	<p>Support applications for, or to consider future of, affordable housing on areas of development restraint</p> <p>Commission Housing Market Assessment for Bromsgrove District to provide basis of affordable housing need in the district</p> <p>Analyse results of Bromsgrove Housing Market Assessment and utilise data in planned mid term review of 5 year Housing Strategy Document</p> <p>Encourage maximum amount of Affordable Housing through Supplementary Planning Document</p> <p>Use of existing public sector sites e.g. Council House</p>	<p>On-going</p> <p>31 July 2008</p> <p>31<sup>st</sup> December 2008</p> <p>31 March 2011</p> <p>Ongoing Local Area Agreement target to 31 March 2009</p>	<p>DH</p> <p>AC/MD</p> <p>AC/MD</p> <p>MD</p> <p>CF</p>	<p>Planning Team</p> <p>Strategic Housing/ Principle RSL Partner Consultation Group</p> <p>Asset Management Strategy</p>

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<b>Priority CP2: Housing</b>					
<b>2</b>	<b>Expected Outcome</b>	<b>Delivery of Housing Strategy</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
2.2	Homelessness prevention and reduction in the use of temporary accommodation	Implementation of new homelessness and prevention support services	31 March 2010	AC	Strategic Housing Team/ BDHT Housing Agency agreement
		Additional staff resource to carry out home visit/ mediation implementation of rent deposit/ bond and a spend to save scheme	31 March 2010	AC	
		Re-negotiated SLA with BDHT to provide management of 'move on' from temporary accommodation	31 March 2010	AC	
2.3	Improved housing service	Develop and agree Audit Commission Re-Inspection	30 September 2008	AC	Strategic Housing Team
		Implement and monitor improvement actions	From 30 September 2008 onwards	AC	
<b>Progress Update</b>					
2.1					

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<b>Priority CP2: Housing</b>					
<b>2</b>	<b>Expected Outcome</b>	<b>Delivery of Housing Strategy</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
2.2					
2.3					

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<b>Ref.</b>	<b>Action</b>	<b>Lead</b>													<b>Corrective Action</b>	
			<b>July</b>	<b>Aug.</b>	<b>Sep.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>June</b>		
<b>2.1.</b>	<b>Delivery of affordable housing target (Housing Strategy)</b>															
2.1.1	Determine planning applications on their merits having regard to the Development Plan and other material considerations	DH														
2.1.2	Receive Bromsgrove Housing Market Assessment	AC/MD														
2.1.3	Prepared affordable Housing Supplementary Planning Document (SPD)	MD														
2.1.4	Consult on SPD	MD														
2.1.5	Adopt SPD	MD														
2.1.6	Assets Management Plan – Survey Council House and Depot to determine	CF														



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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	service delivery space requirements to inform relocation plan														
2.1.7	Communicate results of survey to staff with view to advising them on progress re. vacating the Council House	CF													
<b>2.2.</b>	<b>Homelessness prevention and reduction in the use of temporary accommodation</b>														
2.2.1	Completed	AC													Preventative service reviewed, BDHT now providing Housing Options Appraisals, CLG funding increased and key preventative schemes funding approved for 3 yr period.
2.2.2	Completed	AC													Staff resource appointed Summer 06 – Private Tenancy Scheme and Spend To Save Schemes operational since April 07.
2.2.3	Completed	AC													Temporary accommodation arrangements reviewed with BDHT during 2007 and BDHT Temp accom / 'move on' manager now in post. Performance currently exceeded Government target for occupation of temp accom.
<b>2.3</b>	<b>Improved housing service</b>														
2.3.1	Report to Exec Cabinet and PMB to approve AC reinspection Action Plan	AC													
2.3.2	Implement and monitor the improvement actions set	AC													

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Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
	out in the AC reinspection Action Plan at regular management meeting of the Executive Director, Projects and Partnerships, Head of P&E and Strategic Housing Manager,															
2.3.3	Report progress to Members (PMB)	AC														
2.3.4	Raise Member and officer awareness and understanding of new models of housing for older people and review strategy for provision within consultation and mid term review of Housing Strategy Action Plan	AC														

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<b>Priority CP3: Customer Service</b>					
3.	Expected Outcome	<b>Increase in overall customer satisfaction with the Council</b>			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
3.1	Overall customer satisfaction with Council	Annual review of customer panel contract with 2 x surveys per annum  Monthly reporting of customer feedback to CMT	31 October 2008  Every month	HB  HB	Approved budget Tagish software Service Business Plans linked to budget process CCPP Team and

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<b>Priority CP3: Customer Service</b>					
<b>3.</b>	<b>Expected Outcome</b>	<b>Increase in overall customer satisfaction with the Council</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
		Annual review of corporate indicator set	01 April 2008	HB	Improvement Plan fund Ward Members, CMT and Police
		Series of focus groups with customers and non-customers	31 December 2008	HB	
		CMT programme of attendance at PACT meetings	Annual programme	HB	
<b>3.2</b>	Customer Satisfaction with the Customer Service Centre	Collate results of satisfaction survey	30 September 2008 and annually thereafter	HB	Approved budget Customer Service Centre staff Customer Service Centre staff Service Business Plan linked to budget process Customer First Board.
		Customer Service Centre Team Plan	Every quarter 2008-2011	DP	
		Continued monitoring against corporate indicator set	01 April 2008 (and review each year)	HB	
		Customer First Strategy action plan	Annual review reported to February Cabinet each year	HB	
<b>3.3</b>	Customer satisfaction with	Quarterly feedback from	31 Dec 2008	CF	Equalities Officer

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<b>Priority CP3: Customer Service</b>					
<b>3.</b>	<b>Expected Outcome</b>	<b>Increase in overall customer satisfaction with the Council</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
	the Council of minority groups	Equalities Forum [minutes to CMT and Leader's Group]  Track Council responses to issues raised through annual report (Council Results)  Annual satisfaction survey of Equalities and Diversity Forum	30 June 2009    30 June 2009	CF    CF	Capacity Building Funding
<b>3.4</b>	Customer satisfaction with the Council of people with disabilities	Quarterly feedback from Disabled Users' Group  Track Council responses to issues raised through annual report  Annual satisfaction survey of Disabled Users' Forum	31 Dec 2008  30 June 2009  30 June 2009	CF  CF  CF	Equalities Officer  Staff time and Equalities and Diversity Budget
<b>Progress Update</b>					
3.1					
3.2					
3.3					
3.4					

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
<b>3.1.</b>	<b>Overall customer satisfaction with Council</b>														
3.1.1	Review Customer Panel contract	HB													
3.1.2	Monthly reporting to CMT	HB													
3.1.3	Annual review of Corporate PI set	HB													
3.1.4	Series of Focus Groups on access and customer standards	HB													
3.1.5	Agree Customer Access Strategy with Cabinet, including profiling.	HB													
3.1.6	CMT PACT meetings	HB													
<b>3.2</b>	<b>Customer satisfaction with the Customer Service Centre</b>														
3.2.1	Collate results of Customer satisfaction survey	HB													
3.2.2	Conduct monthly customer surveys using feedback sheets	DP/RH													
3.2.3	Ensure customer feedback is included in CSC action plan	DP/RH													
3.2.4	Monitor action plan and report findings to the Customer First Board	DP/RH													
<b>3.3</b>	<b>Satisfaction with the Council of minority groups</b>														
3.3.1	Service specific data	CF													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	recording on a quarterly basis recorded on the intranet to source impact assessments														
3.3.2	Annual Satisfaction survey	CF													
3.3.3	Report minutes to CMT and Leaders Group	CF													
<b>3.4</b>	<b>Satisfaction with the Council of people with disabilities</b>														
3.4.1	Feed back from Disabled Users Group to CMT and Leaders Group	CF													
3.4.2	Annual survey of satisfaction within Disabled User Group	CF													
3.4.3	HDU working group meeting for lifetime of HDU	CF													
3.4.4	Community Transport working group meeting for the lifetime of the project	CF													

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<b>CP4: Sense of Community</b>					
<b>4</b>	<b>Expected Outcome</b>	<b>Improved Community Cohesion</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
<b>4.1</b>	Neighbourhood management	2 x pilot Area Committees  Develop action plan for Board on agreed way forward  PACT meetings  Locally fund the existing Neighbourhood Warden capacity	31 March 2009  31 March 2011  68 PACT meetings over 12 months, repeated annually  01 April 2008	HB  HB  HB  HB	Learning to Deliver grant  Possible 2009-2010 budget  Members, Senior Officers and Community Safety Team  2008/09 Budget Bids
<b>4.2</b>	Equalities	Local Government Equalities Standard (BV2a) Level 3  Number of budget bids submitted to Equality and Diversity Forum  Multicultural events	31 March 2010  31 January 2009 and annually thereafter  31 March 09	CF  CF  CF	Capacity Building Fund  Equality and Diversity Forum  Disabled Users' Group  Bromsgrove Black History Society  CCPP Team, Legal, Equalities and Democratic Services, Financial Services
<b>4.3</b>	Popularity of events programme	Annual Customer Panel survey  2% per annum growth in	Implementation from 1 <sup>st</sup> April 2008.  Implementation from 1 <sup>st</sup>	JG  JG	2008/09 Budget  Culture and Community Services

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<b>CP4: Sense of Community</b>					
<b>4</b>	<b>Expected Outcome</b>	<b>Improved Community Cohesion</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
		participation rates	April 2008.	JG	
		Increased usage figures for Artrix	30 September 2007		
<b>4.4</b>	Community Engagement Strategy	Update Consultation Strategy in light of new legislation	31 October 2008	JM	CCPP Team

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<b>Progress Update</b>	
<b>4.1</b>	
<b>4.2</b>	
<b>4.3</b>	
<b>4.4</b>	

<b>Ref.</b>	<b>Action</b>	<b>Lead</b>													<b>Corrective Action</b>
			<b>July</b>	<b>Aug.</b>	<b>Sep.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>June</b>	
<b>4.1</b>	<b>Neighbourhood management</b>														
4.1.1	Stakeholder event for 3 pilots	HB													
4.1.2	Complete consultation and feedback results	HB													



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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
4.1.3	Governance arrangements for pilots	HB													
4.1.4	Agree approach 'Hagley Rural' with Leader and Leader of Opposition	HB													
4.1.5	Undertake consultation on priorities for neighbourhoods	HB													
4.1.6	Develop action plans and submit to LSP and Cabinet (if Budget Bids)	HB													
4.1.7	Submit business case for 2009/10 pilots to CMT	HB													
4.1.8	Undertake consultation event for other areas of District	HB													
4.1.9	Report to CMT, Leader's and Cabinet	HB													
4.1.10	Go live	HB													
4.1.11	Annual PACT programme delivered	HB													
4.1.12	Redevelop and supplement ASB neighbourhood warden programme	HB													
4.1.13	Firm up Fixed Penalty Notices as 09/10 budget bid	GR													
<b>4.2</b>	<b>Equalities</b>														
4.2.1	Heads of Service Complete Equalities template evidencing	CF													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	progress to level 3														
4.2.2	Targets within level 3 action plan	CF													
4.2.3	Report to E and D Forum on 2009/10 budget round	CF													
4.2.4	Forum compiled and submitted bids	CF													
4.2.5	Report to Forum on status and success of bid	CF													
4.2.6	Deliver Training to staff and Members in accordance with the Equalities and Diversity training plan	CF													
4.2.7	Deliver impact assessment workshops to DMT meetings to encourage departmental analysis of service delivery	CF													
4.2.8	Deliver Worcestershire Equalities Capacity Building Project 'Being Different Together'	CF													
4.2.9	Prepare for and celebrate Black History Month (October) with a range of events	CF													
4.2.10	Prepare for and celebrate Divali (November)	CF													
<b>4.3</b>	<b>Popularity of events programme</b>														
4.3.1	Review the outturn of the QOL survey and agree	JG													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	key changes to the programme required.														
4.3.2	Prepare & Submit additional budget bids based on changes required/identified.	JG													
4.3.3	Develop a project plan for the key programme change for the 09/10 programme.	JG													
4.3.4	Implement the revised programme and monitor user satisfaction.	JG													
4.3.5	Deliver alternative Street Theatre sessions at new locations.	JG													
4.3.6	Implement the revised Sanders park programme to Inc Sports festival, bandstand programme & community events programme.	JG													
4.3.7	Expand the Christmas Celebrations within the town centre.	JG													
4.3.8	Launch events facilitation pack to the general public following successful launch to community groups in April 08.	JG													
4.3.9	Undertake a review of the facilitation pack with users and revise where required to ensure it is robust.	JG													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
4.3.10	Work with Events team to heighten BDC presence at district events	AMD													
4.3.11	Submit budget bid to review BDC's promotional material (eg. Vehicles, High Vis jackets etc) to ensure style guide is fully implemented and brand is pushed	AMD													
4.3.12	Commence review of promotional materials (if successful)	AMD													
4.3.13	Establish monitoring & meeting arrangements set out in the SLA with the Artrix's,	JG													
4.3.14	Agree service improvement plan and targets based on SLA , previous years performance and BDC user feedback out turns.	JG													
4.3.15	Commence quarterly monitoring of the service and agree remedial action where required.	JG													
4.3.16	Agree the annual targets contained with in the SLA.	JG													
4.3.17	Agree the 09/10 Artrix service improvement plan.	JG													
<b>4.4</b>	<b>Community Engagement Strategy</b>														

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
4.4.1	Update Consultation Strategy in light of new legislation	JM													

CP5: Clean District					
5	Expected Outcome	Improved Customer Perception of Cleanliness			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
5.1	Reduce levels of unacceptable detritus	Annual targets (see Corporate Performance Indicators)	On-going	MB	2008/09 Budget
		Rapid response hit squad	Implementation from 01 April 2008	MB	
5.2	Improved customer perception of cleanliness	Annual Customer Panel survey questions	31 October 2008	HB	Approved Budget
Progress Update					<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
5.1					
5.2					

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
<b>5.1</b>	<b>Reduce levels of unacceptable detritus</b>														
5.1.1	Monitor detritus levels through NI system on 4 monthly cycle	MB													
5.1.2	Develop Hit squad specifically to deal with fly tipping.	MB													
5.1.3	Maintain flytipping removal times (95% completed within target of 4 days.)	MB													
5.1.4	Consult with Parish and Town Councils on litter hot spots.	MB													
5.1.5	Develop modifications to cleansing regime based on consultation exercise.	MB													
<b>5.2</b>	<b>Improved customer perception of cleanliness</b>														
5.2.1	Develop litter awareness amongst community through presentation and school visits.	MB													

<b>FP1: Value for Money</b>					
6	Expected Outcomes	<b>Delivery of agreed savings.</b>			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
6.1	Delivery of agreed savings	VFM Strategy	31 March 2011	JLP	Procurement Manager

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<b>FP1: Value for Money</b>					
<b>6</b>	<b>Expected Outcomes</b>	<b>Delivery of agreed savings.</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
		Quarterly updates on VFM action plans	31 March 2011	JLP	Additional resource may be required.
<b>6.2</b>	Alternative methods of service delivery, to include revisiting the shared services/ joint working agenda	Development of project plans based on VFM assessments by departments	31 March 2011	JLP	Procurement Manager and Heads of Service
<b>6.3</b>	Improved procurement	Procurement Action Plan	31 March 2011	JLP	Procurement Manager and HOS
		Monthly procurement report	31 March 2011	JLP	
<b>6.4</b>	Capital Programme	Capital Programme Management Group to meet regularly	31 July 2009	JLP	Capital Project Management Group
		Link Capital Programme spend 2009-2012 to priorities	31 March 2009	JLP	
<b>6.5</b>	VFM ratings	VFM Strategy	31 March 2011	JLP	Procurement Manager Additional Resource Maybe Required
		Quarterly updates on VFM action plans	31 March 2011	JLP	
<b>Progress Update</b>					

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<b>FP1: Value for Money</b>					
<b>6</b>	<b>Expected Outcomes</b>	<b>Delivery of agreed savings.</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
6.1					
6.2					
6.3					
6.4					

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<b>Ref.</b>	<b>Action</b>	<b>Lead</b>	<b>July</b>	<b>Aug.</b>	<b>Sep.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>June</b>	<b>Corrective Action</b>
<b>6.1</b>	<b>Delivery of agreed savings</b>														
6.1.1	Efficiency plan produced to monitor gains realised	JLP													
6.1.2	Integrated financial and performance report to show savings separately reported to CMT & members quarterly	JLP													
6.1.3	Use of resources self assessment to demonstrate savings delivered to External Audit	JLP													
6.1.4	Report to CMT to identify savings for 2009/10 to ensure delivery can be achieved	JLP													



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Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
<b>6.2</b>	<b>Alternative methods of service delivery, to include revisiting the shared services/ joint working agenda</b>														
6.2.1	Develop alternative vehicle options for the refuse collection service in conjunction with the Waste Disposal Authority.	MB													This will be linked with the charge for green waste collections and the opening of the MRF and ability to collect co-mingled recycle.
6.2.2	Develop shared Payroll arrangements with Redditch BC	JP													
6.2.3	Transfer Dolphin Centre to Leisure Trust	PS													
6.2.4	Receive results of feasibility study in investigate potential for joint CEO with Redditch BC	KD													
6.2.5	Determine further actions based on results	KD													
6.2.6	Quarterly report to PMB to assess the effectiveness of the alternative methods of service delivery e.g.- transfer to leisure trust, payroll service provision	JLP													
<b>6.3</b>	<b>Improved procurement</b>														
6.3.1	Provide procurement training to budget holders and HOS	AH													
6.3.2	Produce Use of Resources self assessment to	AH													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	demonstrate areas of improved procurement														
6.3.3	To include reports to members on procurement successes in integrated finance and performance report quarterly	JLP													
6.3.4	Reduced number of suppliers by agreeing framework contracts	JLP													
<b>6.4</b>	<b>Delivery of managed capital programme</b>														
6.4.1	Capital project management group to review capital projects with HOS	JLP													
6.4.2	HOS to meet with finance team monthly to identify areas of low spend to ensure profiled report accurate	JLP													
6.4.3	Capital programme 2009/10-2011/12 to be prepared linking spend to priorities	JLP													
<b>6.5</b>	<b>VFM ratings</b>														
6.5.1	Produce Use of Resources self assessment to demonstrate areas of improved VFM	JLP													
6.5.2	Discuss further areas of	JLP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	improvement with external audit following UOR feedback														
6.5.3	Review implementation of Spatial project to demonstrate VFM delivered by improved use of ICT	JLP													
6.5.4	Evaluate partnerships in the delivery of VFM to improve savings achieved	JLP													
6.5.5	Comparable costing information for benchmarking to be analysed using other councils information	JLP													

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### FP2: Financial Management

7	Expected Outcome	Improved Financial Management			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
7.1	Financial Management	Quarterly reporting of budget to actual to Cabinet.	31 March 2011	JLP	Service Accountants and Budget Holders
		Monthly budget reports to cost centre managers and portfolio holders	31 March 2011	JLP	
7.2	Integrated financial and	Integrated financial and	31 March 2011	JLP	Head of Financial

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**FP2: Financial Management**

7	Expected Outcome	Improved Financial Management			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
7.1	Financial Management	Quarterly reporting of budget to actual to Cabinet.	31 March 2011	JLP	Service Accountants and Budget Holders
		Monthly budget reports to cost centre managers and portfolio holders	31 March 2011	JLP	
	performance information	performance management timetable  Quarterly integrated reports to Cabinet and PMB	31 March 2011	JLP	Services and Assistant Chief Executive
7.3	Improved asset management through re-configured property stock that matches Council priorities (including decision on Council House)	Development of property register	31 December 2008	CF	Assets Management Group
		Stock assessed against corporate priorities.	31 December 2008	CF	
		Asset Management Plan on target	31 December 2008	CF	
<b>Progress Update</b>					<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
7.1					
7.2					
7.3					

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
<b>7.1</b>	<b>Financial Management</b>														
7.1.1	Use of resources self assessment to be prepared to demonstrate improved financial management	JLP													
7.1.2	Stakeholder and partner views to be included in the preparation of the MTFP 2009/10-2011/12	JLP													
7.1.3	Sensitivity analysis to be developed into the MTFP 2009/10-2011/12	JLP													
7.1.4	Clear link to be identified between MTFP and other internal strategic Plans (e.g. HR & ICT)	JLP													
7.1.5	Improved financial reports to be available	JLP													
7.1.6	Financial training to be presented to budget holders	JLP													
<b>7.2</b>	<b>Integrated financial and performance information</b>														
7.2.1	Integrated report to be presented to Members quarterly	JLP													
7.2.2	Identify areas of high spend / high risk within financial reports	JLP													
7.2.3	Improve action plans for areas of	JLP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	over/underspending when reporting to members														
7.2.4	Improved reporting of debts and the management of debt	JLP													
7.2.5	Show efficiency savings separately in report to members	JLP													
<b>7.3</b>	<b>Improved asset management through re-configured property stock that matches Council priorities (including decision on Council House)</b>														
7.3.1	Assets reviews being undertaken to ensue that assets are fit for purpose and that they contribute to the Council Priorities	CF													
7.3.2	Assets Management module of Spatial Project installed, officers trained and data input	CF													
7.3.3	Targets identified within the assets management plan actioned	CF													
7.3.4	Update and refresh assts management plan	CF													
7.3.5	Deliver energy certificate requirements	CF													
7.3.6	Establish assets management within budget and business planning framework	JLP/CF													

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<b>FP3 Financial Strategy</b>					
<b>8</b>	<b>Expected Outcome</b>	<b>Improved Financial Strategy</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
<b>8.1</b>	Treasury Management	Deliver Treasury Management Strategy	31 March 2010	JLP	Finance Team
		Quarterly monitoring and annual review	31 March 2010	JLP	
		Market test delivery of function	From 31 March 2010	JLP	
<b>8.2</b>	Implement the Purchase Ordering Processing system	POP Implementation Plan	31 March 2009	JLP	Financial Services Department
<b>8.3</b>	Risk Management	Risk Management Strategy action plan	31 March 2011	JLP	Internal Audit
		Quarterly review of corporate risk register	31 March 2011	JLP	
<b>Progress Update</b>					
<b>8.1</b>					
<b>8.2</b>					
<b>8.3</b>					

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
<b>8.1</b>	<b>Treasury Management</b>														
8.1.1	Adopt revised Treasury Management Principles to ensure effectiveness of processes	JLP													
8.1.2	Improve cash flow forecasting	JLP													
8.1.3	Develop monitoring of prudential indicators for periods of borrowing	JLP													
8.1.4	Market test treasury advisors to ensure VFM achieved	JLP													
<b>8.2</b>	<b>Implement the Purchase Ordering Processing system</b>														
8.2.1	Project plan for roll out of POP in place	DR													
8.2.2	Review of project implementation and demonstration of efficiency savings delivered	DR													
8.2.3	Commitment accounting reports available for budget holders	DR													
<b>8.3</b>	<b>Risk Management</b>														
8.3.1	Quarterly reports to Audit Board of risk management for both departmental and corporate risk registers	JLP													
8.3.2	Development of 2009/10	JLP													



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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	registers														
8.3.3	Risk training presented to all staff	JLP													

<b>FP4: Financial and Performance Reporting</b>					
9	Expected Outcome	<b>Increase in residents' understanding of Council's finances</b>			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
9.1	Budget consultation	Development of high profile method of explaining budget and enabling public feedback	31 March 2008	HB	Corporate Communications Policy and Performance Team
		Annual Customer Panel questions	31 December 2008 and annually thereafter	HB	
9.2	Integrated Annual Report	Production of a single Council Annual Report.	30 June 2008 and annually thereafter	HB	Financial Services Corporate Communications Policy and Performance Team
		Condensed version produced for July Together Bromsgrove.	30 June 2008 and annually thereafter	HB	
9.3	Performance management	Regular performance clinics and monthly reporting against PIs	31 March 2011	HB	Corporate Communications Policy and Performance Team
		Attain score of 3 for CPA KLOE for performance at	31 Dec 2008	HB	

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		inspection in Autumn 2008.  Establish programme board and run programme of projects including lessons learnt.	30 June 2008	HB	
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## Progress Update

9.1

9.2

9.3

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
<b>9.1</b>	<b>Budget consultation</b>														
9.1.1	Budget Jury meeting	HB													
9.1.2	Report results publicly	HB													
9.1.3	Internet consultation campaign	HB													
9.1.4	Customer Panel satisfaction survey results	HB													
9.1.5	Report to CMT/Cabinet away day	HB													
<b>9.2</b>	<b>Integrated Annual Report</b>														
9.2.1	Report Annual Report and Statement of Accounts to	HB													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	Full council														
9.2.2	Report Annual Report and Statement of Accounts to PMB	HB													
9.2.3	Integrated performance and financial report	HB													
9.2.4	'Glossy' Annual Report published	HB													
<b>9.3</b>	<b>Performance and Project Management</b>														
9.3.1	Monthly reporting to Portfolio Holders	HB													
9.3.2	Approve and Deliver Performance Management Strategy	HB													
9.3.3	Achieve '3' in CPA	HB													
9.3.4	Establish programme board.	HB													
9.3.5	Run programme with monthly meeting of Board, including lessons learnt.	HB													

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<b>PR1: Customer Process</b>					
<b>10</b>	<b>Expected Outcome</b>	<b>Improved Customer Processes</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
<b>10.1</b>	Customer Feedback System	Maintain customer feedback system	Ongoing	DP	Approved Budget
		Monthly reporting of feedback and annual review of system	Monthly	DP	E government and Customer Services Department
<b>10.2</b>	Reduced demand for face to face contact through improved service delivery.	Re-engineering of customer processes	31 March 2009	DP	E –government and Customer Services Department.
		Roll out of remainder of resource level agreements	31 March 2009	DP	
<b>10.3</b>	Business Continuity	Undertake functional analysis by department and determine management plans	30 Nov 2008	PS	Approved Budget
<b>Progress Update</b>					
<b>10.1</b>					
<b>10.2</b>					
<b>10.3</b>					

<b>Ref.</b>	<b>Action</b>	<b>Lead</b>	<b>July</b>	<b>Aug</b>	<b>Sep.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>June</b>	<b>Corrective Action</b>

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Ref.	Action	Lead	July	Aug	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
<b>10.1</b>	<b>Customer Feedback System</b>														
10.1.1	Ensure monthly reports are generated from the system	DP													
10.1.2	Ensure reports are presented to the Customer First Board prior to circulation to all departments.	DP													
10.1.3	Produce monthly performance reports, including customer complaint data	HB													
<b>10.2</b>	<b>Reduced demand for face to face contact through improved service delivery.</b>														
10.2.1	Draft a schedule for the migration of remaining services to the CSC	DP/RH													
10.2.2	Ensure migration of services inline with deliverables from Phase 1 of the Spatial project	DP/RH													
10.2.3	Draft, agree and sign off remaining RLAs for existing migrated services.	DP/RH													
10.2.4	Introduce the use of wireless devices (where appropriate) to deliver more flexible services for	DP													

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Ref.	Action	Lead	July	Aug	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	the customer														
10.2.5	Make budget bid for introduction of cashless payments for car parking	MB													
<b>10.3</b>	<b>Business Continuity</b>														
10.3.1	Complete functional analysis for each Department	PS													
10.3.2	Ordered functions by tolerance	PS													
10.3.3	Devised means for managing critical functions	PS													
10.3.4	Report prepared for Cabinet	PS													

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<b>PR2: Improved Governance</b>					
16.	Expected Outcome	<b>Improved Governance</b>			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
11.1	Overview and Scrutiny	Better reports; pre-check and presentation by task group Chairman	31 March 2009	CF	Legal and Democratic Services
		Ethical governance review and toolkit	31 March 2009	CF	HR&OD Department

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<b>PR2: Improved Governance</b>					
16.	Expected Outcome	<b>Improved Governance</b>			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		Modern Member Development programme	30 September 2009	CF	
11.2	Reduction in Member Standards cases reported	Issuing of guidance and training based on identified issues	31 March 2009	CF	Legal and Democratic Services
		Standards Committee	31 March 2009	CF	
11.3	Improved Member/Member, Member/Officer relations	Regular training and briefing sessions on conduct, behaviour, bias and pre-determination, with improved Member attendance at these	31 March 2009	CF	Approved Budget
11.4	Election delivered to statutory standards	Election Action Plan	31 May 2008	CF	Approved budget
		Strand system installed and operational	31 May 2008	CF	
<b>Progress Update</b>					
11.1					
11.2					
11.3					
11.4					

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action

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<b>11.1</b>	<b>Overview and Scrutiny</b>														
11.1.1	Training programme for Scrutiny Chair	CF													
11.1.2	Scrutiny training programme for all Members of SSB	CF													
11.1.3	All Members to be offered task group training	CF													
11.1.4	Task Group Chairman Trained	CF													
<b>11.2</b>	<b>Reduction in number of Member Standards cases reported</b>														
11.2.1	Local Assessment process developed and adopted by Standards Committee	CF													
11.2.2	Standards Committee trained in accordance with Regulations	CF													
11.2.3	Code of Conduct Workshops	CF													
11.2.4	Ethical Standards Training	CF													
11.2.5	All Members who sit on Boards and Committees trained in accordance with the requirements of the Constitution	CF													

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
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Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
<b>11.3</b>	<b>Improved Member/Member, Member/ Officer relations</b>														
11.3.1	Code of Conduct Workshops	CF													
11.3.2	Ethical Standards Training	CF													
11.3.3	All Members who sit on Boards and Committees trained in accordance with the requirements of the Constitution	CF													
<b>11.4</b>	<b>Election delivered to statutory requirements</b>														
11.4.1	Democracy week activity delivered	CF													
11.4.2	Establish contact with minority groups to improve registration and turnout figures	CF													
11.4.3	Annual polling station review	CF													
11.4.4	Work with schools and nursing homes to increase democratic participation	CF													
11.4.5	Regular reports to Parish Forum to develop better working relations	CF													

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### PR3: Spatial Business Project

<b>12</b>	<b>Expected Outcome</b>	<b>Integrated systems</b>													
Ref.	Measures of Success	Actions Required				Timescales				Lead	Resources				

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<b>PR3: Spatial Business Project</b>					
<b>12</b>	<b>Expected Outcome</b>	<b>Integrated systems</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
<b>12.1</b>	New systems installed and integrated with existing core applications	Delivery of the Implementation Plan, phases 1 and 2	31 December 2008	DP	Approved Budget Contract with MDA £300,000 annual saving
<b>12.2</b>	Speed of processing customer queries	Monitoring of milestones against Implementation Plan  New, better Customer Standards	30 September 2008	DP  HB	Approved Budget Contract with MDA £300,000 annual saving
<b>12.3</b>	Continue to maintain accuracy of Council data.	Customer Feedback System  Monitoring of milestones against Implementation Plan	30 September 2008  30 September 2008	HB  DP	Approved Budget  Contract with MDA  £300,000 annual saving
<b>Progress Update</b>					
<b>12.1</b>					
<b>12.2</b>					
<b>12.3</b>					

<b>Ref.</b>	<b>Action</b>	<b>Lead</b>													<b>Corrective Action</b>	
			<b>July</b>	<b>Aug.</b>	<b>Sep.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>June</b>		

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Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
<b>12.1</b>	<b>New systems installed and integrated with existing core applications</b>														
12.1.1	Ensure key integration milestones for phase 1 of the spatial project plan are met	DP													
12.1.2	Monthly monitoring against project plan milestones for phase 2 via Project Board	DP													
<b>12.2</b>	<b>Speed of processing customer queries</b>														
12.2.1	Ensure key integration milestones for phase 1 of the spatial project plan are met	DP													
12.2.2.	Undertake customer focus groups on access and customer standards	HB													
12.2.3	Review results and revise standards	HB													
12.2.4	Agree with CMT, Leader's and Cabinet	HB													
<b>12.3</b>	<b>Continue to maintain accuracy of Council data</b>														
12.3.1	Undertake year 1 review of customer feedback system	HB													
12.3.2	Establish procedures for maintaining Gazetteer	DP													

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Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
	accuracy														
12.3.4	Ensure majority of Council datasets are held centrally	DP													

### PR4: Improved Partnership Working

13.	Expected Outcome	Improved Partnership Working			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
13.1	Introduce co-mingled recyclables collection	Construction of site Redesign of routes / purchase of vehicles	31 March 2009 31 October 2009	MB MB	Worcester County Council Approved Budget
13.2	Delivery of the Bromsgrove Sustainable Community Strategy 2007-2010	Delivery of Community Improvement Plan with bi-monthly reporting to LSP Board Full review of Sustainable Community Strategy	31 March 2008 31 March 2010	HB HB	Bromsgrove Partnership
<b>Progress Update</b>					
13.1					
13.2					

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
<b>13.1</b>	<b>Introduce co-mingled recyclables collection</b>														
13.1.1	Monitor progress of site build and report to Members.	MB													
13.1.2	Assess vehicle requirements	MB													
<b>13.2</b>	<b>Delivery of the Bromsgrove Sustainable Community Strategy 2007-2010</b>														
13.2.1	Take QOL Survey results to LSP Board	HB													
13.2.2	Update HLA based on new LAA	HB													
13.2.3	Report LAA to Cabinet	HB													
13.2.4	Report Annual report to Full Council	HB													
13.2.5	Report update of Community Strategy to Full Council	HB													

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<b>PR5: Planning</b>					
<b>14</b>	<b>Expected Outcome</b>	<b>Improved Planning Service and Balanced Development of District</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
<b>14.1</b>	Agreed plans for Longbridge	Negotiate improvements to project plan and planning	31 July 2008	PS	Development Control and Strategic Planning Policy

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<b>PR5: Planning</b>					
<b>14</b>	<b>Expected Outcome</b>	<b>Improved Planning Service and Balanced Development of District</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
		application Secure Community benefits via s.106 agreements	31 July 2008	PS	
<b>14.2</b>	Regional Spatial Strategy Phase 2 revision	Submit formal representation Appear at examination in public	31 December 2008 30 April 2009	MD	Strategic Planning Policy
<b>14.3</b>	Rolling vision of District (LDS)	Prepare Core Strategy	31 July 2010	MD	Strategic Planning Policy
<b>14.4</b>	Bromsgrove town centre Area Action Plan	Consult on issues and options Prepare preferred option	31 July 2008 31 January 2009	PS PS	Strategic Planning Policy
<b>14.5</b>	Maintain green belt through enforcement and upheld appeals	Consistent decision-making Use of Government guidelines Informed Planning Committee	On-going On-going On-going	DH DH DH	Partially funded through Housing and Planning Delivery Grant Resource implications to be kept under review
<b>14.6</b>	Speed of processing Planning Applications	Recruitment and retention of staff to ensure top quartile NI 157	31 December 2008	DH	Partially funded through Housing and Planning Delivery Grant Resource implications to be kept under review

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<b>PR5: Planning</b>					
<b>14</b>	<b>Expected Outcome</b>	<b>Improved Planning Service and Balanced Development of District</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
Progress Update					
14.1					
14.2					
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14.5					
14.6					

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Ref	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
<b>14.1</b>	<b>Agreed plans for Longbridge</b>														
14.1.1	Examination in public	PS													
14.1.2	Inspector's report	PS													
14.1.3	Promote business development on Cofton Centre	PS													
14.1.4	Receive approval for AAP	PS													
<b>14.2</b>	<b>Regional Spatial Strategy Phase 2 Revision</b>														
14.2.1	Engage with consultants commissioned by GOWM	MD													
14.2.2	Prepared formal representation on preferred option	MD													
14.2.3	Submit Formal	MD													

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Ref	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	Representation														
14.2.4	Represent council at Examination in Public	MD													
<b>14.3</b>	<b>Rolling vision of the District</b>														
14.3.1	Assemble baseline evidence for Core Strategy	MD													
14.3.2	Prepare preferred option Core Strategy	MD													
14.3.3	Consult on Preferred option	MD													
14.3.4	Assess Preferred Option consultation response	MD													
14.3.5	Prepared Submission Core Strategy	MD													
14.3.6	Submit and consult on Core Strategy	MD													
<b>14.4</b>	<b>Bromsgrove Town centre Area Action Plan</b>														
14.4.1	Assemble Baseline Evidence for AAP	PS													
14.4.2	Inform and communicate with key stakeholders throughout process.	PS													
14.4.3	Complete consultation on issues and options.	PS													
14.4.4	Assess consultation Responses	PS													
14.4.5	Prepare Preferred option	PS													
14.4.6	Consult on preferred option	PS													
14.4.7	Await approval of AAP as part of LDF Core Strategy														AAP approval is dependent on the LDF Core Strategy approval, which is on a



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	approval														later timetable.

<b>14.5</b>	<b>Maintain greenbelt through enforcement and upheld appeals</b>														
14.5.1	Maintain training programme every 12 weeks	DH													
<b>14.6</b>	<b>Speed of processing planning applications</b>														
14.6.1	Rolling recruitment Authorisation form signed	DH													
14.6.2	Rolling recruitment process successfully completed	DH													

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<b>HR&amp;OD1: Learning and Development</b>					
15	Expected Outcome	<b>Modern Councillors and Officers</b>			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
15.1	Member development	Training needs analysis	31 Dec 2008	CF	Member Training Budget
		Delivery of mandatory and priority of Modern Councillor Programme and evaluation of this against agreed criteria	30 June 2008	CF	Capacity Building Fund
15.2	Management Development Strategy	Training directory established and updated	Ongoing	JP/HP	Approved corporate training budget

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<b>HR&amp;OD1: Learning and Development</b>					
<b>15</b>	<b>Expected Outcome</b>	<b>Modern Councillors and Officers</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
		regularly  Completion of mandatory elements of training by all staff  Modern Manager skills audit and distribution	Ongoing  July 2008 (annually)	JP/HP  JP/HP	Managers  Learning and Organisational Development Manager  Corporate Training and OD Budget
<b>15.3</b>	Investors in People reaccreditation achieved	Delivery of Investors in People action plan  Delivery of recommendations arising from IIP Assessors April 08 report  Use Leadership Development Programme “stars” to lead on Continuous Improvement Projects – ongoing	30 April 2008  December 2010  Ongoing	JP/HP  JP/HP  JP/HP/CMT	Named individuals in plan  Corporate Training/OD Budget
<b>Progress Update</b>					
<b>15.1</b>					
<b>15.2</b>					
<b>15.3</b>					

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
<b>15.1</b>	<b>Member development</b>														
15.1.1	Member training needs assessed through Member Development Steering Group and training needs analysis	CF													
15.1.2	Mandatory training delivered in accordance with the Constitution	CF													
15.1.3	Modern Member Steering Group meeting monthly	CF													
15.1.4	Mentoring programme to develop role of Leader, Leader of the Opposition and Chief Executive	CF													
<b>15.2</b>	<b>Management Development Strategy</b>														
15.2.1	Review and Analyse Modern Manager Framework assessment distribution	JP													
15.2.2	Review Management Development Strategy	JP													
15.2.3	Deliver Management Conference (See also IIP 15.3.6 below)	JP													
15.2.4	Review and consult upon The Bromsgrove Way for Managers	JP													
<b>15.3</b>	<b>Investors In People (Including recommendations arising from Assessors April 2008 report)</b>														

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
15.3.1	Develop, consult and implement The Bromsgrove Way for non managerial staff	JP													
15.3.2	Develop Competency Framework for non managerial staff (see also 18.3)	JP													
15.3.3	Review and conduct PDR process	JP													
15.3.4	Encourage Managers to present at Management Conference (see Management Development Strategy above)	JP													
15.3.5	Production of Quarterly Training Directory	JP													

<b>HR&amp; OD 2: Modernisation</b>					
16	Expected Outcome	<b>Consistency in people management</b>			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
16.1	Workforce planning	Development of service workforce plans  Establish Workforce Planning Champions for	30 September 2009	JP	Approved Corporate Training/OD budget  Heads of Service/ Service managers

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<b>HR&amp; OD 2: Modernisation</b>					
<b>16</b>	<b>Expected Outcome</b>	<b>Consistency in people management</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
		each Service area  Procure and commission Services  Data Collection  Analysis of current position  Determine future needs and scenario planning  Gap Analysis  Develop Strategy and Action Plan to bridge the gap  Begin implementation process			
<b>16.2</b>	Single Status	Single Status action plan	31 August 2008	JP	Approved single status budget. Head of HR & OD/Head of Finance and Deputy Head of SSC. HR&OD Department CMT/Heads of Service

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<b>HR&amp; OD 2: Modernisation</b>					
<b>16</b>	<b>Expected Outcome</b>	<b>Consistency in people management</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
					Managers Corporate Communications Team WMLGA Trade Unions
<b>16.3</b>	Policy development	Delivery of people strategy (timetable for review of core policies)  Review, develop, consult, agree, implement and train for all policies.	31 October 2009	JP/MS/SG/D I	HR&OD Department CMT Trade Unions Corporate Training and OD Budget
<b>16.4</b>	Recruitment and retention	Revision of advertising image and forms  Management reports on nature of applicants  Managers Quick Guide to the Council's recruitment process  Managers Guide to differing employment relationships  Manager's Quick Guide to Maternity and Paternity	September 08  Quarterly Ongoing  September 2008  October 2008  January 2009	JP/NW  JP/NW  JP/NW  JP/NW	HR&OD Department

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<b>HR&amp; OD 2: Modernisation</b>					
<b>16</b>	<b>Expected Outcome</b>	<b>Consistency in people management</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
		Rights and parental leave Organise and facilitate a positive action awareness campaign/attend Recruitment Fayre	TBC	JP/NW	
<b>Progress Update</b>					
16.1					
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16.4					

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Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
<b>16.1</b>	<b>Workforce Planning</b>														
16.1.1	Develop Project Plan	JP													
16.1.2	Procure and commission services	JP													
16.1.3	Establish Workforce Planning Champions for each Service area	JP													
16.1.4	Data Collection	JP													
16.1.5	Assessment of Current Position	JP													
16.1.6	Determine Future Needs and scenario planning	JP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
16.1.7	Gap Analysis	JP													
16.1.8	Develop Strategy and Action Plan to bridge the gap	JP													
16.1.9	Implement	JP													Will occur beyond June 09.
16.1.10	Evaluate against initial plans	JP													Will occur beyond June 09
<b>16.2</b>	<b>Single Status</b>														
16.2.1	Report to Cabinet with proposals to change pay structure and terms and conditions of employment	JP													
16.2.2	Implementation	JP													
16.2.3	Appeals	JP													
<b>16.3</b>	<b>Policy development</b>														
16.3.1	Review Capability Procedure and report results to CMT	JP													
16.3.2	Review and develop Redundancy Selection Criteria and Job Share Policy	JP													
16.3.3	Review and develop Harassment and Bullying, Recruitment and Selection Policies	JP													
16.3.4	Review and develop Flexible Working, and Equalities Policies	JP													
16.3.5	Consult and agree new policies	JP													



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Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
16.3.6	Training in new policy	JP														
<b>16.4</b>	<b>Recruitment and retention</b>															
16.4.1	Review Application Form	JP														
16.4.2	Review and update appearance and content of "virtual" and paper based job application pack	JP														
16.4.3	Produce quick guide to recruitment process	JP														
16.4.4	Develop standard corporate job description templates for managerial and non managerial posts	JP														
16.4.5	Produce quick guide to maternity, paternity and parental rights and leave	JP														

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<b>HR&amp;OD 3: Positive Employee Climate</b>					
17	Expected Outcome	Content staff			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
17.1	Employee satisfaction	liP Action Plan Develop satisfaction measuring at staff forums Annual Employee Survey	30 April 2008  Date TBC following decision on date for Employee Survey 2008	JP/HP  JP/HP	Learning and Organisational Development Manager SNAP Survey All Employees

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<b>HR&amp;OD 3: Positive Employee Climate</b>					
<b>17</b>	<b>Expected Outcome</b>	<b>Content staff</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
<b>17.2</b>	Industrial relations	Quarterly meeting with Unison attended by senior managers Annual review of JCC arrangements Climate questionnaire to unison Liaison Group	Ongoing  Ongoing 30 November 2008	JP/MS	HR & OD Service Officers' CMT Trade Unions
<b>Progress Update</b>					
17.1					
17.2					

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<b>Ref.</b>	<b>Action</b>	<b>Lead</b>													<b>Corrective Action</b>	
			<b>July</b>	<b>Aug.</b>	<b>Sep.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>June</b>		
<b>17.1</b>	<b>Employee satisfaction</b>															
17.1.1	Develop and consult upon proposed survey questionnaire	JP	■	■	■	■										
17.1.2	Survey employees	JP					■									
17.1.3	Analyse results and compare against previous year	JP						■								
17.1.4	Report findings	JP							■							
17.1.5	Determine Action Plan	JP								■	■					
17.1.6	Communicate results	JP										■				
<b>17.2</b>	<b>Industrial relations</b>															

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Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
17.2.1	Quarterly Union Liaison Meetings	JP													

HR&OD 4: Performance Culture					
18	Expected Outcome	Motivated and Productive staff			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
18.1	Personal Development Review (PDR) process	PDR timetable for 2008	30 April 2008	JP/HP	Learning and Organisational Development Manager Corporate Training and OD Budget Managers Leading Members/CMT/Managers Employees
		Manager training in monthly 121 meetings	May 2008	JP/HP	
		Annual review of PDR process	20 November 2008	JP/HP	
		Implementation of core competencies for non managerial staff	January 2009	JP/HP	
		PDR timetable for 2009	30 April 09	JP/HP	
18.2	Team Action Planning	ACE to attend every DMT Quality check of each	30 September 2008 and 30 November 2008	HB	Corporate Communications, Policy

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<b>HR&amp;OD 4: Performance Culture</b>					
<b>18</b>	<b>Expected Outcome</b>	<b>Motivated and Productive staff</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
		Business Plan Annual review of Team Plans	31 May 2009		and Performance Team
<b>18.3</b>	Development of core competencies for all staff	Implementation of core competencies (linked to PDRs above)	Date subject to review by CMT (anticipated January 2009)	JP/HP	Learning and Organisational Development Manager Corporate Training and OD Budget CMT Managers Trade Unions
<b>18.4</b>	CAA / New National Indicators	Procedure notes for new NIs  Chair County Heads of Policy Group	31 December 08  31 March 2009	JO  HB	CCPP Team
<b>18.5</b>	Celebrate success	Ensure Communications Planner includes regular feedback to staff on successes.	Monthly	HB	CCPP Team

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**Progress Update**

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
<b>18.1</b>	<b>Personal Development Review process</b>														
18.1.1	Manager training in how to conduct monthly 121 meetings	JP													This took place in May 08.
18.1.2	Review and consult upon PDR process	JP													
18.1.3	Agree revised PDR process	JP													
18.1.4	Implement PDRs for 2009	JP													
18.1.5	Evaluate PDR's for 2009	JP													
<b>18.2</b>	<b>Team action planning</b>														
18.2.1	ACE to attend all DMT business planning away days	HB													
18.2.2	Quality check of each business plan completed	HB													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
18.2.3	Annual review of team action plans	HB													
<b>18.3</b>	<b>Development of core competencies for all staff</b>														
18.3.1	Develop proposals competency framework	JP													
18.3.2	Consult upon proposed competencies	JP													
18.3.3	Agree Competencies	JP													
18.3.4	Train and Communicate	JP													
18.3.5	Implement in PDR process Feb – April 09	JP													
<b>18.4</b>	<b>CAA/ New National Indicators</b>														
18.4.1	Develop procedure notes for all NIs	JO													
18.4.2	Chair County Heads of Policy Group	HB													
<b>18.5</b>	<b>Celebrate Successes</b>														
18.5.1	Update communications planner each week with successes.	HB													