



BROMSGROVE DISTRICT COUNCIL

CABINET

WEDNESDAY, 30TH 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 meeting of the Cabinet held on 2nd July 2008 (Pages 1 - 6)
4. To receive the minutes of the meeting of the Scrutiny Steering Board held on 1st July 2008 (Pages 7 - 10)
5. To receive the minutes of the meeting of the Performance Management Board held on 15th July 2008 (Pages 11 - 16)
6. To receive the minutes of the meeting of the Local Development Framework Working Party held on 3rd July 2008 (Pages 17 - 20)
7. Sidemoor - Lay-bys and Dropped Kerbs

The following outstanding Question on Notice was raised at the meeting of the Council on 16th July 2008 by Councillor E. J. Murray. The Leader agreed to refer the matter to the Cabinet for consideration:

“Will the Leader of the Council agree to consult his Cabinet and seek agreement to write to the County Council urging them to take steps to create lay-bys and dropped kerbs in Sidemoor in an effort to preserve grass verges and to generally improve the environment within which residents live in this area?”

8. Bromsgrove Town Centre Redevelopment - Progress Report (Pages 21 - 28)

9. Sponsorship of Roundabouts and Open Spaces (Pages 29 - 50)
10. Travel Plan (Pages 51 - 72)
11. Audit Commission Re-inspection of Strategic Housing Services (Pages 73 - 94)
12. Improvement Plan Exception Report (May 2008) (Pages 95 - 198)
13. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting

K. DICKS
Chief Executive

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA

21st July 2008

Agenda Item 3

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

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

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

Observers: Councillor S. R. Peters

Officers: Mr. K. Dicks, Mr. T. Beirne, Mr. P. Street, Mrs. C. Felton, Mr. D. Hammond, Mr. J. Godwin, Mr. A. Coel, Mr. K. Hirons, Mr. S. Martin and Ms. D. Parker-Jones

18/08 **APOLOGIES**

Apologies for absence were received from Councillors Mrs. J. M. L. A. Griffiths, Mrs. M. A. Sherrey JP, M. J. A. Webb and P. J. Whittaker.

19/08 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

20/08 **MINUTES**

The minutes of the meetings of the Cabinet held on 4th June 2008 and 30th June 2008 were submitted.

RESOLVED that the minutes be approved as correct records.

21/08 **AUDIT BOARD**

The minutes of the meetings of the Audit Board held on 9th June 2008 and 25th June 2008 were submitted.

RESOLVED that, it being noted that the Recommendation contained at Minute No. 14/08 of the 25th June 2008 meeting (2007/08 Statement of Accounts and Governance Statement) had been dealt with at an Extraordinary Meeting of the Council held the previous evening, the minutes be noted.

22/08 **PERFORMANCE MANAGEMENT BOARD**

The minutes of the meeting of the Performance Management Board held on 17th June 2008 were submitted.

RESOLVED:

(a) that the minutes be noted: and

- (b) that the recommendation contained at Minute No. 19/08 (Monthly Performance Report - revision of targets for local indicators relating to missed collections of household waste and recycled waste) be approved, and it be requested that future Monthly Performance Reports be updated to include details of the overall percentage of missed collections in comparison with the total number of collections undertaken, with the targets to be reviewed annually to ensure these were achievable.

23/08 **SCRUTINY STEERING BOARD**

The minutes of the meeting of the Scrutiny Steering Board held on 22nd May 2008 were submitted.

RESOLVED that, subject to it being noted that the recommendation contained at Minute No. 08/08 (concessionary parking for the over 60's) was being dealt with by way of a separate report at agenda item 7, the minutes be noted.

24/08 **CONCESSIONARY PARKING - RECOMMENDATION FROM SCRUTINY STEERING BOARD**

Further to Minute No. 8/08 (Work Programme) of the meeting of the Scrutiny Steering Board held on 22nd May 2008, consideration was given to a recommendation from the Board, following a request received from a member of the public, for the Performance Management Board to consider a report on concessionary parking for the over 60s.

An update to the Constitution was sought as it was noted that the mechanisms currently in place for requests from the Council's boards for items of business be added to the agenda of another board could result in delays being encountered, added to which it was felt more appropriate, in the interests of democracy, for the Chief Executive, as opposed to the Cabinet, to deal with such requests. The Chief Executive advised that he would liaise with the respective Chairmen of the boards on any agenda requests which might be deemed to be inappropriate.

RESOLVED that this matter be referred to the Performance Management Board with the request that the Board considers an officer report on concessionary parking for the over 60s once six months worth of the necessary data is available; and

RECOMMENDED that the Constitution be amended to permit any of the Council's boards to ask the Chief Executive to add an item of business to the agenda of any other board.

25/08 **DOLPHIN CENTRE PHASE 2 UPDATE**

The Cabinet considered a report (contained in the original agenda papers) on issues arising from building works which were being undertaken as part of the second phase of the development of the Dolphin Centre, together with an additional report containing supplementary information in respect of point 3.5

of the original report, relating to the poolside slab and surrounds. Officers advised that the asbestos issues and health problems relating to the water heating system had now been resolved. It was also noted that the £150,000 savings recognised in Phase One of the works meant that the £90,000 virement being sought would not result in any additional release of Capital Receipts.

RESOLVED that a virement of £90,000 from Dolphin Centre Phase 1 to Phase 2, to ensure funds are available to carry out the required building works, including the remedial action to the poolside slab and surrounds, be approved.

26/08 **NATIONAL CHANGES TO MODERNISE DISABLED FACILITIES GRANT PROGRAMME**

Consideration was given to a report on changes introduced by the Communities and Local Government to modernise the Disabled Facilities Grant (DFG) programme and improve delivery of adaptations to the homes of disabled persons nationally. The report also asked whether Members wished to allow for a 'Claw Back' clause for DFGs granted over £5,000, requiring repayment of up to a maximum of £10,000 in the event of an adapted property being sold or transferred within ten years of the award of a grant. Officers advised that stair lifts were not included in the process and that these would be recycled should a property with a stair lift become vacated, with a County wide scheme due to be established for this. If agreeing to the introduction of charges Officers would work closely with the County Council to draw up detailed procedures for the implementation of this.

RESOLVED:

- (a) that the package of changes introduced nationally to the Disabled Facilities Programme be noted;
- (b) that the general consent enabling the local authority to place a limited charge on owner occupied adapted properties where the grant exceeds £5,000 be implemented, and a condition requiring repayment of grant of up to a maximum of £10,000 in the event of the adapted property being sold or transferred within 10 years of the grant being awarded be introduced; and
- (c) that authority to waive the repayment condition in accordance with the Government's criteria set out in section 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.

27/08 **REVIEW OF REFUSE COLLECTION AND RECYCLING OPERATION**

The Cabinet considered a report on options for replacement of the existing refuse collection vehicle fleet due to serious reliability problems which were being experienced. It was noted that no actual decisions were being taken at this stage, with Officers continuing to work on the available options and to carry out the required negotiations to cover the long term changes and interim

arrangements necessary to facilitate such changes, and to allow the service to continue operating in a more robust manner than at present.

RESOLVED:

- (a) that officers continue to pursue an improvement in vehicle reliability through negotiation and discussion with the manufacturer;
- (b) 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;
- (c) 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;
- (d) that changes to the recycling service be co-ordinated with the opening of the new Material Reclamation Facility (MRF) in November 2009;
- (e) that the completely revised service becomes operational from April 2010 assuming that the new MRF is available from late 2009; and
- (f) that the revised service would link residual waste with recycling materials on an alternating week basis and that the green waste will be collected independently of the other materials on an 'at request' basis.

28/08 **VALUE FOR MONEY STRATEGY**

Consideration was given to an updated Value for Money Strategy. Regarding efficiency with Value for Money and the Council's costs being as low as possible by comparison with similar councils, Members felt it important that where there were costs/factors involved over which the Council had no control, these be made clear in order for fair comparisons to be made and for the public to understand why any of Bromsgrove District Council's costs were higher than other councils.

RESOLVED that the updated Value for Money Strategy at Appendix 1 to the report be approved.

29/08 **CIVIL PARKING ENFORCEMENT**

The Cabinet considered a report, which summarised an in depth feasibility study by RTA Associates Ltd., on the adoption of Civil Parking Enforcement (CPE) within the District. It was noted that whilst the adoption of CPE powers would have ongoing revenue cost, the adoption of alternative methods of operation would drastically enhance the business case for this, meaning it was crucial to maximise any alternative methods such as on-street charges and Automatic Plate Recognition Systems (ANPR). The current low level of enforcement by the Police also meant there was a strong customer business case for adoption, particularly in certain areas of the District. Members noted that it was officers' belief that CPE would become a statutory requirement for Councils in the future and that if ultimately proceeding down this route any decision to do so could not be reversed.

RESOLVED:

- (a) that the adoption of Civil Parking Enforcement (CPE), including Automatic Number Plate Recognition Systems (ANPR), be further scoped in line with the regeneration of the town centre, and that a further report be submitted to the Cabinet on this in twelve months' time;
- (b) that a steering group to manage the CPE process be established; and
- (c) that officers commence discussions with the County Council to establish an agency agreement between the District and County Council.

30/08 **ENERGY EFFICIENCY GROUP UPDATE**

Consideration was given to a report on the work of the Energy Efficiency Group established to promote and pursue actions to secure more efficient energy use by the Council.

RESOLVED that the progress to date of the Energy Efficiency Group be noted.

31/08 **IMPROVEMENT PLAN EXCEPTION REPORT (APRIL 2008)**

Consideration was given to the updated Improvement Plan Exception Report for April 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 111 actions highlighted within the Plan for April 2008, 83.8% of the Plan was on target (green), 7.2% was one month behind (amber) and 2.7% was over a month behind (red). 6.3% of actions had been rescheduled or suspended with approval.

32/08 **NEW IMPROVEMENT PLAN 2008-2009**

The Cabinet considered the new Improvement Plan for 2008/09. The annual Plan would enable the Cabinet and Performance Management Board to monitor progress against the Council's five priorities and the enablers that supported these. The Improvement Plan had 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.

RECOMMENDED that the Improvement Plan 2008/09 be approved.

The meeting closed at 7.35 p.m.

Chairman

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Agenda Item 4

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE SCRUTINY STEERING BOARD

TUESDAY, 1ST JULY 2008 AT 6.00 P.M.

PRESENT: Councillors D. L. Pardoe (Chairman), A. N. Blagg, S. R. Colella and C. B. Taylor

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

9/08 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Mrs. M. Bunker and Dr. G. H. Lord.

10/08 DECLARATIONS OF INTEREST

No declarations of interest or whipping arrangements were made.

11/08 MINUTES

The minutes of the Special Meeting of the Scrutiny Steering Board held on 22nd May 2008 were submitted.

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

12/08 OVERVIEW AND SCRUTINY GUIDE

Members considered the recently updated Overview and Scrutiny Guide for Bromsgrove District Council which was due to be uploaded on to the Council's website and the library section of the Centre for Public Scrutiny (CfPS) website.

RESOLVED that the Overview and Scrutiny Guide be noted.

13/08 ADDITIONAL TASK GROUP MEMBERS

The Board considered the two additional completed membership forms for the Anti-Social Behaviour and Alcohol Free Zones Task Group from Councillors D. L. Pardoe and D. McGrath which had been submitted following a letter from the Board urging Members to consider joining the Task Group, particularly those not from the ruling group.

Councillor K. Taylor, Task Group Chairman, informed the Board that Councillor Miss D. Campbell had also indicated an interest in the subject matter and the Task Group would like her to participate in the scrutiny

investigation due to her role as Justice of the Peace (JP). It was explained that co-option was for those individuals who were not elected members, however, the Board could agree to an additional Councillor joining the Task Group, subject to a membership form being completed.

It was also clarified that in relation to the size of Task Groups, although the general rule was a maximum of seven, this did not prevent the Board in allowing a larger Task Group to continue, if it believed it could still carry out an effective scrutiny investigation. However, the Board was reminded that demand for such participation needed to be balanced against the need to maintain the small size of a Task Group.

RESOLVED:

- (a) that Councillors D. L. Pardoe and D. McGrath join the Anti-Social Behaviour and Alcohol Free Zones Task Group; and
- (b) that, subject to the necessary membership form being completed, Councillor Miss D. Campbell be allowed to join the Anti-Social Behaviour and Alcohol Free Zones Task Group.

14/08 **SCRUTINY TASK GROUP UPDATE**

The Chairman of the Anti-Social Behaviour and Alcohol Free Zones Task Group, Councillor K. Taylor, informed the other Members of the Board that the Task Group had met for the first time on 25th June 2008 where the terms of reference had been discussed at great length.

The Task Group Chairman raised his concerns over the large remit of the Task Group and questioned whether the Task Group could effectively scrutinise both Anti-Social Behaviour and Alcohol Free Zones at the same time. He also raised concerns over the wording of the terms of reference in relation to anti-social behaviour as it related to scrutinising the "causes" of anti-social behaviour which could be an extremely large piece of work on its own.

A lengthy discussion ensued around the terms of reference of the Task Group, the timescale for the Task Group to complete its work, potential witnesses that could be called to assist the Task Group, differing interpretations of what could be classed as anti-social behaviour, usefulness and effectiveness of Alcohol Free Zones, enforcement issues in relation to Alcohol Free Zones and incidents of anti-social behaviour as a consequence of ineffective Alcohol Free Zones.

Possible alternative ways of working were considered briefly, including the option of the Task Group scrutinising the subject matter in two parts (over a slightly extended period of time) so as to ensure a link between scrutinising Anti-Social Behaviour and Alcohol Free Zones remained.

The Scrutiny Steering Board was informed that the next meeting of the Task Group was scheduled to be held the following week.

RESOLVED:

- (a) that the update on the progress of the Anti-Social Behaviour and Alcohol Free Zones Task Group be noted;
- (b) that the Task Group continue as originally agreed (with the three additional Members as decided under the previous item) however, the Task Group's concerns be noted by the Board and the Task Group Chairman be requested to continue to report at every meeting on its progress and inform the Board of any issues and concerns the Task Group might have in the future; and
- (c) that when the Task Group invites representatives from West Mercia Police to give a presentation to the Task Group on issues surrounding anti-social behaviour and alcohol free zones, Members of the Scrutiny Steering Board be invited to attend as observers.

15/08 **RECOMMENDATION TRACKER**

The Scrutiny Recommendation Tracker was considered by the Board and several questions were answered in relation to the Cabinet approved scrutiny recommendations from the public transport (bus) scrutiny investigation, the air quality investigation as well as general recommendations from the Board.

In relation to the first recommendation on the list, it was confirmed that concessionary parking would be considered by the Cabinet the following evening and if agreed, the Performance Management Board would be requested to include the item on its work programme.

There was some concern that no responses had been received from other bodies such as Worcestershire County Council. However, in relation to public transport recommendations, it was confirmed that the Assistant Chief Executive had received responses since the July recommendation tracker report had been finalised and more information would be available within the next report in September 2008. In the meantime, the Executive Director - Partnerships and Projects was also able to give a brief update to Members including the possibility of working with the County Council to look into the feasibility of developing a purpose built bus station in Bromsgrove and regarding the accessibility study involving transport modelling which was due to be completed by the County Council later in the year. It was also mentioned that the Assistant Chief Executive had attended a meeting with Network Rail in relation to progressing the redevelopment of Bromsgrove Railway Station.

Officers were requested to ensure that there was a link between the Transport Strategy, the Regional Spatial Strategy (RSS) and the Local Development Framework (LDF).

In relation to recommendations from the air quality scrutiny, it was stated that letters had been sent from the Executive Director - Partnerships and Projects to relevant external agencies but as responses had not been forthcoming, follow up telephone calls would be the next step.

It was clarified that the primary purpose of the Scrutiny Recommendation Tracker was to provide the Board with an opportunity to monitor the implementation of all Cabinet approved scrutiny recommendations which had originated from scrutiny task group investigations.

RESOLVED that the Scrutiny Recommendation Tracker be noted.

16/08 **FORWARD PLAN**

Consideration was given to the Forward Plan which included key and non-key decisions due to be taken over the next few months.

The Board focussed on the key decisions and considered each one in detail. Several questions were raised on each key decision and these were answered by the officers present.

It was understood that more information relating to the redevelopment of the Town Centre would be provided to the Board at its next meeting by the Executive Director – Partnerships and Projects. However, the Chairman did request that correct and clear information should be provided to the public to ensure there was not an adverse impact on Market Hall traders. The Chief Executive reassured the Board that there was a more detailed action plan in place which provided greater clarity and improved communication between interested parties.

RESOLVED that the Forward Plan be noted.

17/08 **WORK PROGRAMME**

The Board considered all the items listed on its Work Programme.

It was confirmed that an update regarding the Joint Countywide Flooding Scrutiny would be provided by the Board Chairman at the next meeting.

RESOLVED that Scrutiny Steering Board's Work Programme be noted and be updated accordingly.

The meeting closed at 7.35 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 15TH JULY 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, S. R. Colella and Mrs. A. E. Doyle

Officers: Ms. J. Pickering, Ms. D. Poole and Ms. D. McCarthy

21/08 APOLOGIES FOR ABSENCE

No apologies for absence were received.

22/08 DECLARATIONS OF INTEREST

Councillor Mrs. A. E. Doyle declared a personal interest in agenda item 9 (Concessionary Parking for the over 60s), as a Trustee of Age Concern.

During discussions on issues surrounding Bromsgrove School in relation to the Town Centre under agenda item 5 (Annual Financial and Performance Report 2007/2008), Councillor Mrs. A. E. Doyle also declared a personal interest in relation to her involvement in Guardianship of Russian and Chinese pupils attending Bromsgrove School.

23/08 MINUTES

The minutes of the meeting of the Performance Management Board held on 17th June 2008 were submitted.

Under this item, the Chairman informed the Board that he had received information from the Assistant Chief Executive relating to Disabled Facilities Grants, as requested at the last meeting (minute number 17/08).

RESOLVED:

- (a) that the minutes be approved as a correct record; and
- (b) that the Chairman circulate the information he had received regarding Disabled Facilities Grants to other Members of the Board.

24/08 CONCESSIONARY PARKING FOR OVER 60S

(As members of the public (including Mr. C. Bateman, a representative from the Older People's Forum) were present specifically to hear the outcome of agenda item number 9, Concessionary Parking for over 60s, it was agreed that this would be considered as the first main item.)

Members of the Board considered a report which related to a scrutiny request which had been received from a member of the public (Mr. C. Bateman) and which the Cabinet had agreed to refer to the Performance Management Board.

Members believed that it was an important issue and discussed possible items that could be included within the officer's report, such as current information on the legal, equalities and diversity implications surrounding concessionary parking. It was also requested that any financial calculations would need to be in a clear and understandable format so as to allow the Board to properly analyse the information and show the impact over the medium term financial plan.

RESOLVED:

- (a) that this item be included within the Board's work programme and an officer's report on concessionary parking for the over 60s be considered by the Board at its meeting due to be held on 21st October 2008, when six months worth of the necessary data would be available;
- (b) that officers be requested to ensure current legal, equalities and diversity implications in relation to concessionary parking are included within the report;
- (c) that the Chairman contact the Head of Street Scene and Community suggesting the report covers further information on possible resistance from user groups, the impact concessionary parking may have had on traders and that the comments already put forward by Mr. C. Bateman be taken into account; and
- (d) that, via the Members' Bulletin, Members be requested to contact the relevant Portfolio Holder and Head of Service, with suggestions on what information should be included within the report to the Performance Management Board.

25/08 **SPATIAL PROJECT MONITORING REPORT**

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

The Head of E-Government and Customer Services stated that since the last update, progress had continued with regards to both the Electronic Document Management and the Integrated Business Applications without any major issues arising. Members were also informed that Street Scene and Graves Data would be included within the project and it was expected that these additions would have no impact on the project deadlines.

The key risks and concerns included in the Project Highlight Report were briefly discussed and it was also reported that the feasibility study into the second phase of the Spatial Project (known as FM2) was ongoing. The Board was reminded that when the feasibility study was complete, permission would be sought to continue with phase 2 from the full Council.

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

26/08 **ANNUAL FINANCIAL AND PERFORMANCE REPORT 2007/2008**

Consideration was given to the Annual Financial and Performance Report for the year ending 31st March 2008 which had already been approved at the Special Council Meeting held on 30th June 2008.

The Board discussed whether any recommendations should be made to the Cabinet regarding performance indicators which had not reached their target in 2007/08 and which were included in the corporate reporting set for 2008/09.

It was clarified that although the Council was not directly responsible for all of the performance indicators, it did have a duty to report National Indicators. It was also pointed out that the Council could have an impact on such indicators at a strategic level.

All questions raised were answered by the Head of Financial Services. Members of the Board commented on how much performance had improved over the past year and it was also stated that the quality of the report format had also improved.

RESOLVED:

- (a) that the significant improvement in performance in 2007/08 which followed a similar level of improvement in 2006/07 be noted; and
- (b) that unemployment figures be submitted to the Performance Management Board's meeting scheduled to be held on 16th September 2008.

RECOMMENDED that the Cabinet be requested to focus on the performance indicators relating to the following areas which should be included in the corporate reporting set for 2008/09:

- Sickness figures;
- Actual crime figures compared to the perception of crime (contained within SNAP surveys), taking into account the definition of each criminal activity;
- Domestic Violence;
- Equality and Diversity and the need to ensure this Council reaches level 3 of the Local Government Equality Standard as soon as possible;
- Affordable Housing targets;
- Progress of the Town Centre Regeneration;
- Small business start-up be maximised, particularly in light of the Town Centre Regeneration;
- The percentage of recoverable housing benefit (all years outstanding) overpayments recovered;
- Disabled Facilities Grants (DFGs) and specifically the capital underspend.

27/08 **IMPROVEMENT PLAN EXCEPTION REPORT - PERIOD 2 (MAY 2008)**

Members of the Board considered the Improvement Plan Exception report for May 2008, together with the corrective action being taken as set out in Appendix 1 to the report.

There were concerns raised regarding the delays with implementing contractor procurement framework for Disabled Facilities Grants (DFGs). It was explained that one reason for the delays was unresolved joint procurement issues in relation to the Care and Repair Agency located in Redditch.

There was a detailed discussion around specific parts of the Exception Report for May 2008 Improvement Plan including Value for Money, Modernisation and Community Influence.

In light of the fact that the final exception report was due the following month, the Board also considered retrospectively the 2007/08 Improvement Plan, ahead of the introduction of the new Improvement Plan 2008/09.

The Chairman commented that if Members had any specific questions in relation to Longbridge, they should be directed to the Executive Director - Partnerships and Projects.

RESOLVED:

- (a) that the Assistant Chief Executive be requested to submit a report to the next meeting of the Board in August explaining the issues surrounding CP7 Community Influence;
- (b) that the revisions to the Improvement Plan Exception report and the corrective action being taken be noted;
- (c) that it be noted that for the 106 actions highlighted for May within the plan, 81.1% of the Improvement Plan is on target (green), 3.8% is one month behind (amber), 7.55% is over one month behind and 7.55% of actions had been rescheduled (or suspended) with approval; and
- (d) that the progress made against all the actions scheduled in the 2007/08 Improvement Plan be noted.

RECOMMENDED that the relevant Portfolio Holder and Strategic Housing Manager be requested to commence discussions with the Care and Repair Agency and review the Service Level Agreement (SLA) to ensure it is robust.

28/08 MONTHLY PERFORMANCE REPORT - PERIOD 2 (MAY 2008)

Members considered a report on the Council's performance as at May 2008 (period 2).

There were concerns raised over the average speed of answering telephone calls at the Customer Service Centre as the target had not been met in April and the average speed of answer had fallen by another two seconds in May. The Head of Financial Services informed Members that following a report which analysed the calls received by the Customer Service Centre, there had been measures put in place to reduce call waiting times and a process had been implemented whereby back office teams would take calls in relation to Council Tax recovery during peak periods of collection.

It was pointed out that figures included in Appendix 3 relating to the number of missed household and recycle waste collections had not been updated.

RESOLVED:

- (a) that performance indicators for both the number of missed household and recycle waste collections (reference LPI Depot) be amended to the new approved targets, as previously reported at the last meeting of the Board (minute number 19/08);
- (b) that it be noted that 67% of Performance Indicators were stable or improving;
- (c) that it be noted that 76% of Performance Indicators with a target were meeting their target at the month end and that 100% of Performance Indicators with a target were predicted to meet their target at the year end;
- (d) that the performance figures for May 2008 as set out in Appendix 2 to the report be noted;
- (e) that it be noted that for a second month running: the number of missed recycle waste collections had reduced; usage of sports centres had increased; high rates of resolution at first point of contact at the CSC had been maintained, well above target; and sickness absence fell considerably; and
- (f) that it be noted that there were no Performance Indicators of particular concern.

RECOMMENDED that the Cabinet request the new Improvement Manager, together with the relevant Portfolio Holder, to undertake an evaluation of the Customer Service Centre with a view to improving the average speed of answering calls.

29/08 **PMB RECOMMENDATION TRACKER**

The Board considered a report tracking the progress of resolutions and recommendations made by the Board from April 2007 meeting onwards.

RESOLVED:

- (a) that a review of the Sustainable Community Strategy be discussed at the next meeting of the Board to decide whether or not it needs to be incorporated into the current work programme;
- (b) that, at the next meeting in August, the Board be provided with feedback in relation to each Portfolio Holder prioritising up to four of the top key points of the Customer Panel Survey 2 – Quality of Life and incorporating them in their respective service plans;
- (c) that, in relation to a Corporate Indicator on Disabled Facilities Grants, as requested by the Cabinet, the Board, together with the Assistant Chief Executive at the next meeting in August, considers how the Disabled Facilities Grants performance could be measured; and
- (d) that the recommendation tracker report be noted.

30/08 **WORK PROGRAMME 2008/2009**

Consideration was given to the report on the Board's updated work programme for 2008/09.

Members were reminded that a representative from Worcestershire County Council's Youth Service would be giving a presentation to all Members on Monday 21st July 2008 at the Council House.

RESOLVED:

- (a) that, as agreed under the previous item, a review of the Sustainable Community Strategy be discussed at the next meeting of the Board with a view to possibly including it within the current work programme; and
- (b) that the report be noted.

The meeting closed at 7.25 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE LOCAL DEVELOPMENT FRAMEWORK WORKING PARTY

THURSDAY, 3RD JULY 2008, AT 4.30 P.M.

PRESENT: Councillors Mrs. J. Dyer M.B.E. (Chairman), P. J. Whittaker (Vice-Chairman), S. R. Colella, G. N. Denaro, Mrs. R. L. Dent, R. Hollingworth, Mrs. J. D. Luck, S. R. Peters, E. C. Tibby and C. J. K. Wilson

Officers: Mr. P. Street (during Minute Nos. 16/08 to 17/08), Mr. D. Hammond, Mr. M. Dunphy, Mrs. R. Williams and Ms. K. Firth

11/08 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Mrs. M. Bunker, E. J. Murray and Mrs. M. A. Sherrey JP.

12/08 DECLARATIONS OF INTEREST

No declarations of interest were received.

13/08 MINUTES

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

RESOLVED that the minutes be approved as a correct record, subject to the inclusion of Councillor C. J. K. Wilson in the list of Members who were present.

14/08 ADDITIONAL REDDITCH GROWTH STUDY

The Working Party considered a report on the findings of the Redditch Growth Study undertaken by external planning consultants to provide an independent strategic and technical assessment for the four commissioning authorities of the implications for potential future growth within and adjoining Redditch Borough over the period to 2026.

Members were informed that since the original Study had been drafted, the Regional Assembly had agreed that as part of the Regional Spatial Strategy Phase 2 Preferred Option, the level of growth for Redditch should be 6600 dwellings, with 3300 to be provided within Redditch Borough and the balance to be provided in the neighbouring districts of Bromsgrove and/or Stratford-upon-Avon. The planning consultants had therefore been requested to produce a short Addendum to their Study and the report set out the principal findings thereof.

During the discussion reference was made to the question of boundaries and officers undertook to establish when the next review was due to be undertaken by the Boundary Commission.

RESOLVED that the contents of the report be noted.

15/08 **REDDITCH JOINT STUDY PART 2 BRIEF**

The Working Party considered a report on the proposed brief for the second stage of the joint Redditch Growth Study that it was intended to commission in the light of the Regional Spatial Strategy Phase 2 revision. This further Study would augment the broad findings of the previous Study (as referred to in the previous minute) in order to provide more detailed information including whether Redditch Borough could accommodate more than its 3300 dwelling designation and the optimum split of the remaining designation between the districts of Bromsgrove and Stratford-upon-Avon, the likely impacts of development and the key infrastructure issues.

It was proposed that the external planning consultants who had undertaken the earlier Study be commissioned to undertake this additional work.

During the discussion officers responded to Members' queries and comments.

RESOLVED that the brief for the second stage of the Redditch Growth Study be approved and that consultants be commissioned to carry out the work.

16/08 **CORE STRATEGY PREFERRED OPTIONS**

The Working Party considered a report on the proposed content and structure of the Preferred Options Core Strategy. Attention was drawn to a set of sixteen Strategic Objectives which had now been defined and provided the basis for the preferred spatial strategy for Bromsgrove by 2026. These were built upon national and regional planning policy objectives and addressed key local issues.

In view of the need for the Core Strategy to demonstrate that due regard had been taken of the local community strategy, it was proposed that topic headings would build on the key issues identified within the Sustainable Community Strategy produced by the Bromsgrove Local Strategic Partnership. Each topic would focus on several key areas and be underpinned by a small number of broad strategic policies.

During the discussion Members suggested that there was a need for more information to be provided to Parish Councils on the Local Development Framework process and how they needed to engage with this. Officers explained what actions they had already taken and also undertook to contact Parish Councils to arrange to attend their meetings during October/November.

RESOLVED that the progress made and the proposed format of the Core Strategy Preferred Options be noted.

17/08 **BROMSGROVE TOWN CENTRE AREA ACTION PLAN ISSUES AND OPTIONS**

The Working Party was advised that an update on the Bromsgrove Town Centre Area Action Plan Issues and Options could not be considered at the meeting as an urgent item of business due to non-compliance with the process set out in the Access to Information Procedure Rules within the Constitution.

The meeting closed at 5.45 p.m.

Chairman

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BROMSGROVE DISTRICT COUNCIL

CABINET

30TH JULY 2008

TOWN CENTRE REDEVELOPMENT – PROGRESS REPORT

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

1. SUMMARY

- 1.1 To provide members with an update on progress with the town centre.

2. RECOMMENDATION

- 2.1 Members are asked to note the progress with the regeneration of the town centre and the work on the issues and options consultation.

3. BACKGROUND

- 3.1 The town centre regeneration is making general progress and in the past few weeks a project manager has been appointed.
- 3.2 Actions have been taken to initiate the redevelopment of the toilets following a detailed involvement process with the Council's Disabled Users Group.
- 3.3 The Area Action Plan issues and options consultation process has began in July and this process will continue throughout the summer. This public consultation exercise will inform the Council's preferred option for the future development of the town centre.
- 3.4 Members should be aware that the Council is currently considering a planning application for a new doctor's surgery on land contained within the boundary of the former Parkside Middle School site. Officers understand that a planning application is being prepared for the new GP surgery.
- 3.5 In addition to these developments, ongoing discussions are taking place with relevant stakeholders to further develop opportunities within the remaining Parkside School site and active discussions are taking place with the Worcestershire County Council with the view to seeking external funding from Advantage West Midlands to assist in improving the surface of the High Street.

- 3.6 The road management work at the Birmingham Road and Stourbridge Road junction has been initiated and is moving to a position of an agreed solution with colleagues at the Worcestershire County Council Highways Department. It is fair to say that the works proposed for this junction will ease accessibility to the town centre and facilitate the projects proposed within the body of this report.
- 3.7 The redevelopment of the market hall site has been a key issue for members in the redevelopment process. Officers have been unable to further this as far as had been originally anticipated.
- 3.8 Members will appreciate that the current commercial climate has reduced the levels of confidence in the market. It is fair to say that the Council had been approached by a number of third parties expressing interest in the market hall site. Whilst a preferred option to proceed with the opportunities that this may afford to the Council it is fair to say that market confidence is making this a less likely option in the present climate.
- 3.9 Cabinet are aware that the town centre redevelopment is of paramount importance within the community and the need for progress in respect of this project to be continued and visible.
- 3.10 The market hall site will be a key project in the delivery of the overall town centre scheme and as such it needs to be decided both in the context of sound commercialism but also with regard to the needs and requirements of the community and town as a whole.
- 3.11 It is for this reason that officers will continue to work with legal and commercial advisers to scope all available options in respect of the market hall and that this will be informed by the town centre Area Action Plan Issues and Options consultation.
- 3.12 Members will note that another key aspect of the town centre regeneration is the development of a new leisure centre and in this regard work continues to determine the standard of service delivery appropriate in the context of the redevelopment programme.
- 3.13 In addition the Government has introduced changes to the planning system. As a result the Council is preparing a new suite of planning policy documents to help plan for and control future change in the District. The Bromsgrove town centre Area Action Plan (AAP) will form part of this new suite. It will be focussed purely on Bromsgrove town centre and will set out a new vision for this important shopping and service centre.
- 3.14 In setting out our objectives for key town centre issues, such as transport, open spaces, retailing, public services and facilities, employment provision

and housing, the plan will ask questions about the future direction of the town. Ultimately, the AAP will provide a set of principles and guidelines which all new developments within the town centre will have to follow over the next 15-20 years.

- 3.15 The issues and options report will be available on the Council's website and can be found in various public buildings around the district. A summary of the issues and options report has been produced and has been distributed widely. It is planned to also use the farmers market and the street theatres as an opportunity to consult on the AAP. A questionnaire will accompany the report and local residents, key stakeholders and statutory consultees will be asked for their responses to the AAP.
- 3.16 The period of consultation will be for eight weeks and at the end of the consultation period results will be analysed and these will form the basis of the preferred option. It is anticipated that consultation will take place on the preferred option in early 2009. This will then be submitted to the Secretary of State through the Government Office once the Local Development Framework Core Strategy has been approved.
- 3.17 In addition to the AAP other work has been progressing on the regeneration of the town centre.
- 3.18 Three areas for development form critical components for the regeneration of the town centre. The first is the market hall site. Members are advised within the legal implications contained in this report that there are a number of options available to the Council in respect of this site and that the legal framework will vary according to the option deemed to be most appropriate. It is fair to say that detailed legal advice will be necessary in respect of any option to redevelop and this is particularly so in relation to options that would necessitate taking the site to market through the European Union Official Journal (OJEU) route.
- 3.19 The second key development is the road management arrangements surrounding Birmingham Road and Stourbridge Road junction and car parking. The District Council is working with the County Council on the road management and the County Council have commissioned a transport engineering company to produce some initial plans for the redesign of the road junction. However, further work is required and the District Council need to acquire expertise to assist in preparing and undertaking the necessary modelling and preparation of detailed plans and costs to secure progress on this matter.
- 3.20 Furthermore, the issue of car parking and its provision and location needs to be investigated and this needs to be carried out in the light of town centre redevelopment.

4. FINANCIAL IMPLICATIONS

- 4.1 There is current approval for £100k in the capital programme to progress the consultancy required to undertake the assessments as detailed in this report. The funds will be met from this existing budget and reported to members on a quarterly basis as part of the integrated performance and finance report

5. LEGAL IMPLICATIONS

- 5.1 The process of redeveloping the market hall site is complex and involves conformance to both procurement regulations and to European Union legislation. It is essential that there is conformance to all the legislative and regulatory requirement to avoid challenge.
- 5.2 Furthermore, pursuing the development of the site by the Council will necessitate specialist procurement, commercial and legal advice.
- 5.3 If the market hall site is leased or sold to a third party retailer then this is not a “procurement” as such requiring use of OJEU adverts and adherence to the public procurement process. However, in order to avoid giving an unfair advantage to any private operator that might take the site (by way of a potential State aid) it is important to secure that any lease or sale is done at open market value. Open market value can be guaranteed either by securing the sale price via an open competitive tender process, or by obtaining independent expert opinion to the effect that the price agreed reflects open market value taking into account all the practical circumstances of the time.
- 5.4 If on the other hand the Council insists that the market hall site is developed according to its own specified requirements (beyond mere usual planning constraints), then the development becomes more than a simple sale or lease of land and becomes a “procurement”, even though the element of sale or lease of land remains as well. This is because the overall transaction has become the procuring of a public works contracts to build something according to the Council’s requirements. If the transaction becomes such a “procurement”, then it should be achieved by reference to OJEU advert and process to the extent that the value of the works envisaged exceeds the thresholds laid down in the relevant rules. This point has achieved some notoriety in public sector circles of late via a French case ruled upon at the European Court of Justice (*Auroux vs Commune de Roanne*).
- 5.5 The Public Contracts Regulations 2006 require that public works contracts of a value in excess of £3,497,313 be procured via OJEU advert and full adherence to the related rules. However, for public works contracts below

this threshold, primary rules of Community law related to equal treatment and transparency still apply, meaning that the Council should still conduct a form of open competitive process for selection of the relevant contractor. In such cases, it can be good practice to employ the OJEU route even if not strictly obliged to, as this removes any element of doubt as to proper legal compliance.

- 5.6 If an OJEU route is pursued then specialist legal advice would be needed for the various steps of the process, including drafting of notices, timing between different stages (eg. OJEU advert, expressions of interest, invitations to tender and receipt of tender) depending on choice of procedure, and other issues such as rights of tenderers generally etc.
- 5.7. In relation to any land deal by the council the council will have to ensure compliance with section 123 of the local government act.

6. COUNCIL OBJECTIVES

- 6.1 The regeneration of the town centre is a primary objective for the Council.

7. RISK MANAGEMENT

- 7.1 The risks associated with non-conformance to regulations and EU legislation can be considerable and have affects on finance and time it takes to redevelop the market hall site.
- 7.2 The Council does not have the capacity to undertake the redevelopment of the market hall site without engaging specialist technical knowledge and skills. Without augmenting its capacity the redevelopment will face enormous challenges.
- 7.3 Failure to secure effective road management there will be limitations placed on access to the town centre and deter service providers, business and visitors.
- 7.4 Car parking has a significant effect on the economic health and vitality of the town centre without an investigation into car park strategy the regeneration of the town centre may be adversely affected.

8. CUSTOMER IMPLICATIONS

- 8.1 The Council have been informed through a variety of forums and communications that local people believe that regenerating the town centre is their highest priority. The work on the market hall site; the road management system and the car parking arrangements are critical to improving the retail offer and access to the town centre.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

- 9.1 It will be important that the needs of disabled and vulnerable people's are addressed. The arrangements for car parking and accessibility will be a significant factor in securing access and opportunities for disabled and vulnerable people in the town centre.

10. VALUE FOR MONEY IMPLICATIONS

- 10.1 The use of technical expertise sought would be used to ensure that strategies and action plans for the redevelopment of the market hall is carried out following the most efficient and effective means. The road management information will be used when entering into discussions with developers in relation to their contributions to improvements and adaptations. Part of the remit to the car park study will be the location and design of car parks so ensuring maximum efficiency.

11. OTHER IMPLICATIONS

| |
|---|
| Procurement Issues – The procurement associated with the market hall site will require detailed knowledge of redevelopment and legal issues pertaining to European procurement. |
| Personnel Implications - None |
| Governance/Performance Management – Regeneration of the town centre is major project and forms part of the evidence of performance for the Council. |
| Community Safety including Section 17 of Crime and Disorder Act 1998 - None |
| Policy – Town Centre is a key policy area for the Council. |
| Environmental – Appropriate consideration is required of environmental issues when pursuing regeneration matters. |

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**

13.1 All wards will be indirectly affected by a successful redeveloped town centre, but St John's Ward will be most directly affected.

14. **APPENDICES**

No Appendices

15. **BACKGROUND PAPERS**

No Back ground papers

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BROMSGROVE DISTRICT COUNCIL

CABINET

30TH JULY 2008

SPONSORSHIP OF ROUNDABOUTS AND OPEN SPACES

| | |
|------------------------------|----------------------|
| Responsible Portfolio Holder | Councillor Mike Webb |
| Responsible Head of Service | Phil Street |
| Key Decision | |

1. SUMMARY

1.1 This report seeks approval to a proposed policy on sponsorship and advertising on roundabouts and open spaces developed by the Celebratory and Sponsorship Group.

2. RECOMMENDATION

2.1 That the policy on sponsorship and advertising on roundabouts and open spaces as set out in Appendix 1 to the report be approved and adopted.

2.2 That the Head of Legal, Equalities and Democratic Services be authorised to revise the wording of the Sponsorship Agreement contained within Appendix 1 as appropriate to ensure that it is expressed in clear language and that the legal position of the Council in event of termination of the agreement is protected.

3. BACKGROUND

3.1 Over the past six months a group has been emerging to co-ordinate celebratory events and sponsorship. The group draws its membership from across a number of service departments.

3.2 There is representation on the group from Culture and Community; Finance; Chief Executives Department; Planning and Environment and Street Scene. There are currently eight members of staff on the group.

3.3 The aims of the group are to co-ordinate the work associated with community events and to draw together those who are seeking sources of sponsorship. It was regarded as important that those seeking sponsorship should work in a co-ordinated manner. It would be counter-productive for different members of the Council's staff to approach the same sponsor.

- 3.4 The group was initially formed to identify means of supporting celebratory events for local residents. It was recognised that there is some expectation on the Council to promote community events and organise community wide celebrations. However, over the past few years budgetary pressures have meant that the Council has had to reduce certain elements of its expenditure on items such as Christmas trees, switching on of the Christmas illuminations and the Christmas lights themselves. It has also introduced charging for the Bonfire and Fireworks evening.
- 3.5 It is important to note that the Council has also increased expenditure on other aspects of community events such as street theatre.
- 3.6 However, it was thought important that the Council should maintain the trend with regards to improvements in its reputation. One of the factors that led to the formation of the group was that celebratory events are one of the ways that this can be achieved. The group is seeking to not only ensure the current range of community events is well managed and delivered. It is also examining new ideas for events.
- 3.7 Although the work of the group is at an early stage it has set itself a number of targets.
- 3.8 First, it wants to attract £80,000 of sponsorship in the current financial year. To achieve this the group is producing a sponsorship prospectus that contains information and details of a range of sponsorship opportunities. The plan is to present a relatively limited number of opportunities initially. This is a new area of Council activity, consequently it is planned to take a rather tightly controlled management approach in the first instance.
- 3.9 Second, it wants to produce a sponsorship offer so that sponsorship opportunities are categorised to enable potential sponsors to choose either a cluster of sponsorship opportunities or select a single sponsorship item. The proposal currently is to have the following cluster of opportunities:
- Platinum – This will focus on sponsors willing to look at £30,000 of sponsorship over a one year period. This will offer a variety of opportunities including at least one high profile event.
 - Gold – This will be for sponsors that want up to £20,000 of sponsorship for a year and will include a variety of sponsorship opportunities.
 - Silver – This will be for sponsors interested in up to £10,000 in sponsorship and will offer a variety of opportunities, but for not more than 6 months.
 - Bronze – This will be individual sponsorship opportunities up to £5,000 and for set periods of time normally associated with a single sponsorship type or opportunity.

- 3.10 These will be presented along with descriptions of the various options for sponsorship. These options will include opportunities to sponsor specific events or provision of community enhancements such as hanging baskets or planters.
- 3.11 Third, the group wants to define, describe and detail funding for the current various sponsorship opportunities. These will primarily be the opportunities for exposure that the Council can provide. It is being suggested that the key opportunities are:
- 3.12 Acknowledgement of support through introducing signs on barrel planters in highly visible locations;
- Promotional signs on road islands or open spaces at the side of main thoroughfares;
 - Promotional signage on the refuse and recycling vehicles
 - Signs on street lamps carrying Christmas illuminations and hanging baskets;
 - Signage on the proposed new street market stalls;
 - Banners on street lights on the entrance routes to the town centre and in the car parks.
- 3.13 Fourth, the areas it is hoped sponsorship can be obtained, is for:
- Street theatres;
 - Christmas illuminations;
 - The annual official switching on of the Christmas lights and the Christmas trees for Bromsgrove and Rubery.
- 3.14 Fifth, in addition to these existing events the intention is to obtain sponsorship for such developments as a temporary ice rink to be located on the Recreation Ground during the Christmas period in 2008 or a Bromsgrove by the Sea play provision during the summer of 2009. Work has commenced on a business case and a market plan for the rink.
- 3.15 The work presently being undertaken in pursuit of these sponsorship targets is:
- A programme of visits to potential sponsors;
 - The preparation of a sponsorship prospectus detailing sponsorship opportunities around the town centre and with the District Council;
 - The preparation of a short presentation around the street theatres for use with potential sponsors;
 - The preparation of a business case to examine the feasibility of an ice rink;
 - The collation of a list of potential sponsors.
- 3.16 The group also works towards co-ordinating the planning of the various street markets and other high street based events. The intention is to ensure a regular series of street based events and displays to contribute towards the regeneration of the town centre.

3.17 In addition to the existing range of events it is also envisaged that some new events will be planned for 2008 and onwards. This includes the possibility of a 'Bromsgrove by the sea' idea and some additional high street events such as other markets or out door theatre and creative arts.

4. FINANCIAL IMPLICATIONS

4.1 It is intended that £80,000 in sponsorship will be generated in 2008 / 9. It is anticipated that this income will be used to achieve the purposes set out in 3.13 and 3.14 above.

5. LEGAL IMPLICATIONS

5.1 The five intended sites/roundabouts are located on highway land which is in effect in the ownership of Worcestershire County Council as Highway's Authority. The power to maintain roundabouts is also vested in the County Council as Highways Authority under is section 64 of the Highways Act 1980.

5.2 The source of the legal authority for Councils to generate revenue from placing advertisements on roundabout is less clear. There is no specific legislation which covers this although the practice is widespread and there are many Councils who do generate income from such schemes. The Local Government Act 2003 provides that in certain circumstances Councils with a CPA rating of fair or above can carry on for a commercial purpose any functions which they are authorised to carry on as an "ordinary function". As advertising would not be an "ordinary function" and this Council does not have the requisite rating this legislation will not apply. The fall back position would be to rely on the well-being powers in the Local Government Act 2000 (section 2) under which Councils may take steps to promote or improve the economic, social and environmental well-being of their area. However when read in conjunction with the limitations set out in section 3 it is unlikely that this power can be relied on.

5.3 Having devoted some time to finding an answer to this question, including consulting with colleagues from other authorities, it has become apparent that the whole issue of the source of the legal basis upon which revenue may be raised from sponsorship is very unclear. The reality is that other Councils are carrying out this activity and receiving a revenue stream. There is no indication that the legal principles behind sponsorship have ever been subject to challenge by judicial review and the risk of such a challenge being mounted in the future would be categorised as very low.

5.4 The County Council as Highways Authority has been consulted in relation to the proposed policy and has confirmed that it is in agreement to BDC taking on the roundabout maintenance on its behalf on the basis that part of the maintenance will include charging for advertising with revenue generated to be retained by BDC.

5.5 The advertisements will need to comply with the provisions of the Town and Country Planning (Control of Advertisement)(England) Regulations 2007 in terms of dimensions and the relevant planning consent will need to be in place.

5.6 Assuming that the policy is adopted there may need to be some revisions to the wording of the draft sponsorship agreement to ensure that it is expressed in clear language and that the legal position of the Council in event of termination of the agreement is protected.

6. COUNCIL OBJECTIVES

6.1 The celebratory group's work is aimed at contributing to the Council objective with regard to community events. The group will co-ordinate events that will continue the process of improving the Council's reputation and assist in delivering events for the community.

6.2 The work of the group is designed to support the regeneration of the town centre. It seeks to improve the attractiveness of the town centre and support businesses by attracting in people to attend events or look at the illuminations at Christmas.

7. RISK MANAGEMENT

7.1 The principal risk is that the target of £80,000 is not achieved and plans for the use of that sponsorship income proves impossible. The risk from this is that some of the efforts to improve the Christmas activities, in particular, will have to be foregone.

7.2 This loss of potential income will affect the provision of certain events and facilities. However, there will not be a pressure on the budget as the events and facilities to be funded through sponsorship will be additional to Council budgeted activities.

8. CUSTOMER IMPLICATIONS

8.1 The improvements that additional sponsorship could afford should contribute to the quality of life in the district and in particular in the area surrounding the town centre. The work with the sponsors should build relation with local businesses and promote greater pride in the district.

8.2 The contact with businesses through discussions about sponsorship will provide further feedback on issues facing the business community and attitudes and opinions that can inform the Council's work.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 It is intended that the work of the group will permit support for a range of activities and events that need to be accessible and appropriate to all aspects of the community.

10. VALUE FOR MONEY IMPLICATIONS

10.1 Generating sponsorship income would augment the budgets for various activities and would reflect use of resources to generate additional funding that can be dedicated to enhancing the sense of community objective for the Council.

11. OTHER IMPLICATIONS

| |
|--|
| Procurement Issues – The procurement officer is a member of the group and provides advice on procurement matters and on approaches being made to sponsors. |
| Personnel Implications – N/a |
| Governance/Performance Management – Can contribute to the objective of community events. |
| Community Safety including Section 17 of Crime and Disorder Act 1998 – n/a |
| Policy – n/a |
| Environmental |

12. OTHERS CONSULTED ON THE REPORT

| | |
|---|--------|
| Portfolio Holder | Yes |
| Chief Executive | Yes |
| Executive Director (Partnerships and Projects) | Author |
| Executive Director (Services) | No |
| Assistant Chief Executive | No |
| Head of Service | N/A |
| Head of Financial Services | Yes |
| 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 – Draft Policy on Sponsorship and Advertising on Roundabouts

15. BACKGROUND PAPERS

N/A

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Bromsgrove
District Council

www.bromsgrove.gov.uk



BROMSGROVE DISTRICT COUNCIL

Draft Policy

**Sponsorship and Advertising on
Roundabouts**

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POLICY ON SPONSORSHIP AND ADVERTISING ON ROUNDABOUTS

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- 6.0 Duration of Sponsorship**
- 7.0 Advertising Signs**
- 8.0 Landscape Maintenance**
- 9.0 Sponsorship Price**
- 10.0 Damaged/Vandalised/Lost Signs**
- 11.0 Sponsorship Locations and Maps**
- 12.0 Advertising and Sign Installation Criteria**
- 13.0 Sponsorship Agreement**

POLICY ON SPONSORSHIP OF ROUNDABOUTS AND OPEN SPACES

1.0 Introduction

The opportunity exists to have private businesses sponsor the maintenance of the landscaping at prominent public spaces in return for being allowed to place specified advertising signs for their business at the location.

It is considered that this sponsorship scheme would provide an opportunity for companies to advertise their business on public areas and also provide funds which would be used to improve and enhance the appearance of the district.

For the purposes of this policy, the public areas covered include:

- a) Central landscaped islands of roundabouts;**

Additional areas listed below may be considered in future amendments to this policy.

- b) Landscaped embankments at the approaches to towns and villages;**
- c) Wide landscaped verges at major junctions;**
- d) Sections of Approach Roads to towns**
- e) Other landscaped public open spaces as approved by the Council.**

Bromsgrove District Council wishes to pursue the development of the appearance of roundabouts by Sponsorship with private businesses/organisations. The business/organisation would sponsor the maintenance of the landscaping in return for being allowed to place specified advertising signs for their business at the location.

2.0 Partners

**Bromsgrove District Council
Worcestershire County Council Highway Partnership Unit
Sponsors and Advertisers**

3.0 Partnership Working

In order for Sponsorship to be sold commercially, professionally and with success on the part of the partners, the various partners need to provide a flexibility and realistic approach to the impact that stringent restrictions will have in making Sponsorship a successful venture. With this in mind, the criteria for installing signs are set out in this policy. The criteria are similar to that adopted in other districts.

4.0 Statement of Policy

The Council will endeavour to enhance the appearance of its District by creating a Sponsorship Scheme whereby companies can sponsor Roundabouts in Bromsgrove at key locations, receiving genuine value for money for their sponsorship agreement in return for the erection of specified advertising signs.

5.0 Steps to be taken by Council to Support Policy

The Council will take the following steps to support its Policy on Sponsorship of Roundabouts:

As part of setting the Sponsorship Conditions for individual locations, Council will decide what level of maintenance is to be done and what the minimum amount of sponsorship fee is for a particular location. The level of maintenance and fee could vary from location to location.

Council will actively progress this Scheme as a means to enhance the appearance of key locations in the District.

Council will make the necessary application for Advertisement Consent.

Council will monitor the performance of this Scheme.

Council will enter into a written Agreement with the Sponsor for each sponsorship location.

Council will act as lead partner on behalf of the other parties.

6.0 Duration of Sponsorship

The duration of each agreement shall be for a minimum of one year with an option of extension for further years. Either party can decide to not exercise the option.

7.0 Advertising Signs

Advertising Sign Panel shall be 650mm wide x 350mm high x 800mm tall, unless agreed otherwise by the Council as a result of lack of prominence of the sign. Council to approve signs after negotiation of sponsorship deal with selected Sponsor. A maximum of four signs will be allowed in any one location.

Cost of signage including posts will be borne by Selected Sponsor and will be additional to the sponsorship fee. The signs will remain the property of Selected Sponsor. The cost of obtaining Advertisement Consent shall be borne by the sponsor.

Bromsgrove District Council will erect the approved signs furnished by the Selected Sponsor. The Council will bear the costs of the actual installation works.

The Selected Sponsor shall submit details of lettering, logo, etc. he/she wishes to have placed on the sign for approval by Council. No additional signage or changes to signage will be allowed unless approved by Bromsgrove District Council. Wording designs including company logo, name and nature of company business will be considered and approved by the Council on an individual basis.

8.0 Landscape Maintenance

The Council intend to maintain the area being sponsored in the following manner:

- (i) landscape planting**
- (ii) grass cutting**
- (iii) trees/shrub bed maintenance**

Maintenance of roundabout will remain the responsibility of Bromsgrove District Council.

9.0 Sponsorship Price

Sponsorship price will be negotiated on an individual basis for each location but will be no less than £12,000 per annum plus VAT (to reflect advertising supply where relevant), negotiable depending on location and number of signs. This figure will be required for each year of the contract and will be paid at the beginning of each contract year. Review of Sponsorship charges will take place at the commencement of each Sponsorship period.

Those locations deemed to have the greatest impact will be offered for sponsorship at a premium rate.

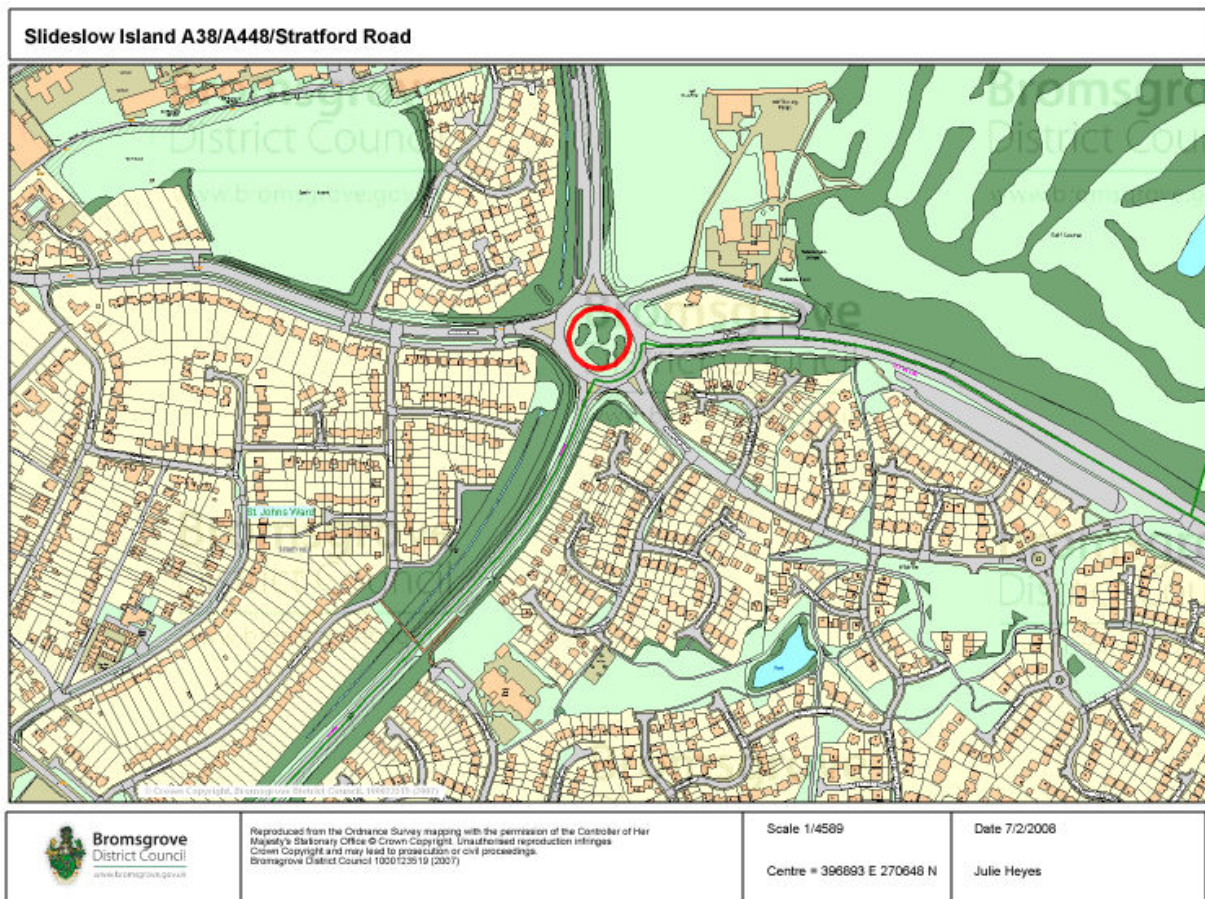
10.0 Damaged/Vandalised/Lost Signs

The Selected Sponsor shall pay the cost for replacing vandalised/damaged signs. The Council shall not be liable for replacement. The Council will not be responsible for ensuring that the signs are in place throughout the year but will endeavour to reinstall signs that have been removed.

11.0 Sponsorship Location

**Max number of
Permitted boards/signs**

- | | | |
|----|---|---|
| 1. | Slideslow Island – A38/A448/ Stratford Road Bromsgrove (HPU) | 4 |
|----|---|---|

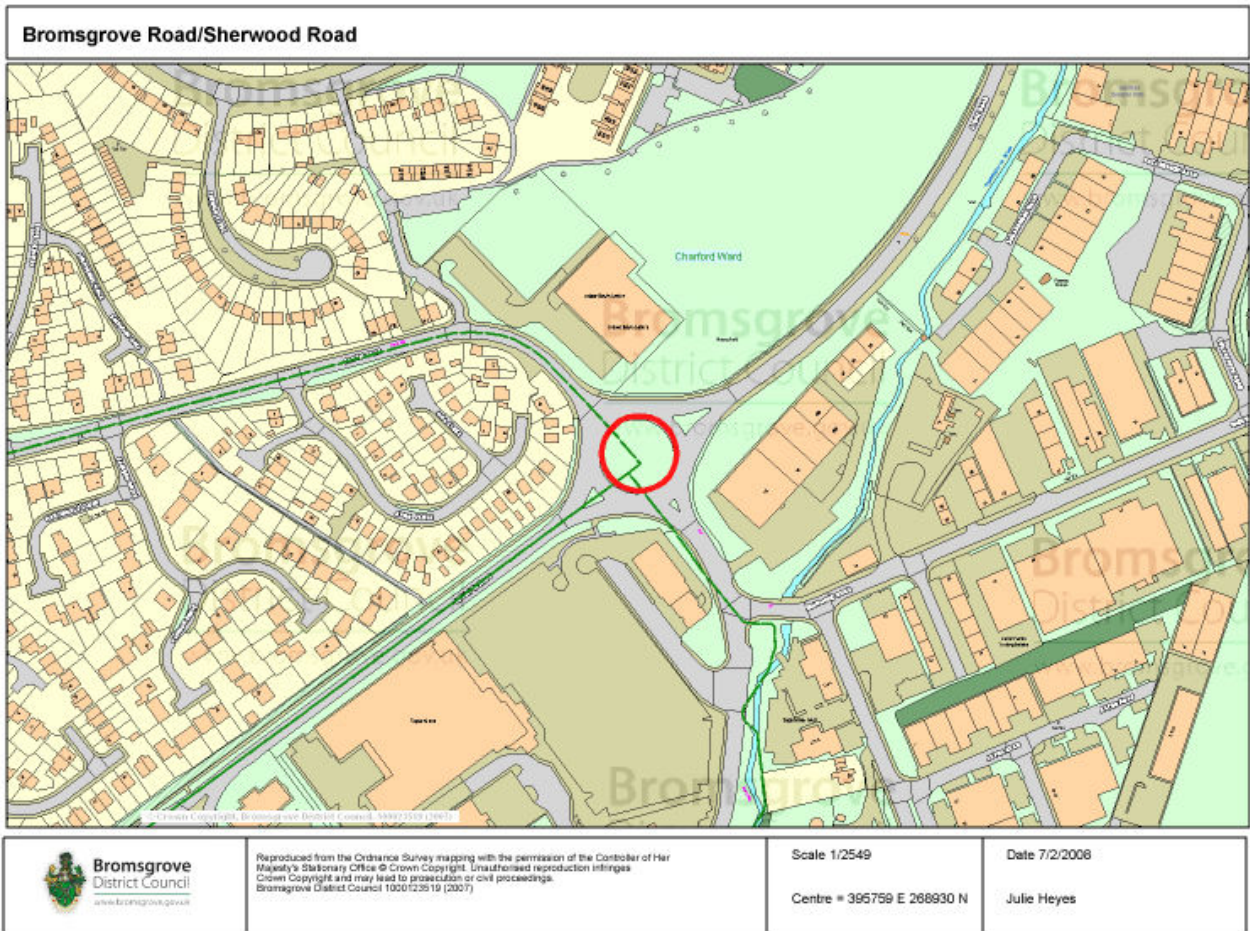


Sponsorship Location

**Max Number of
Permitted boards/signs**

2. Bromsgrove Road/Sherwood Road
(Morrisons), Bromsgrove (HPU)

4

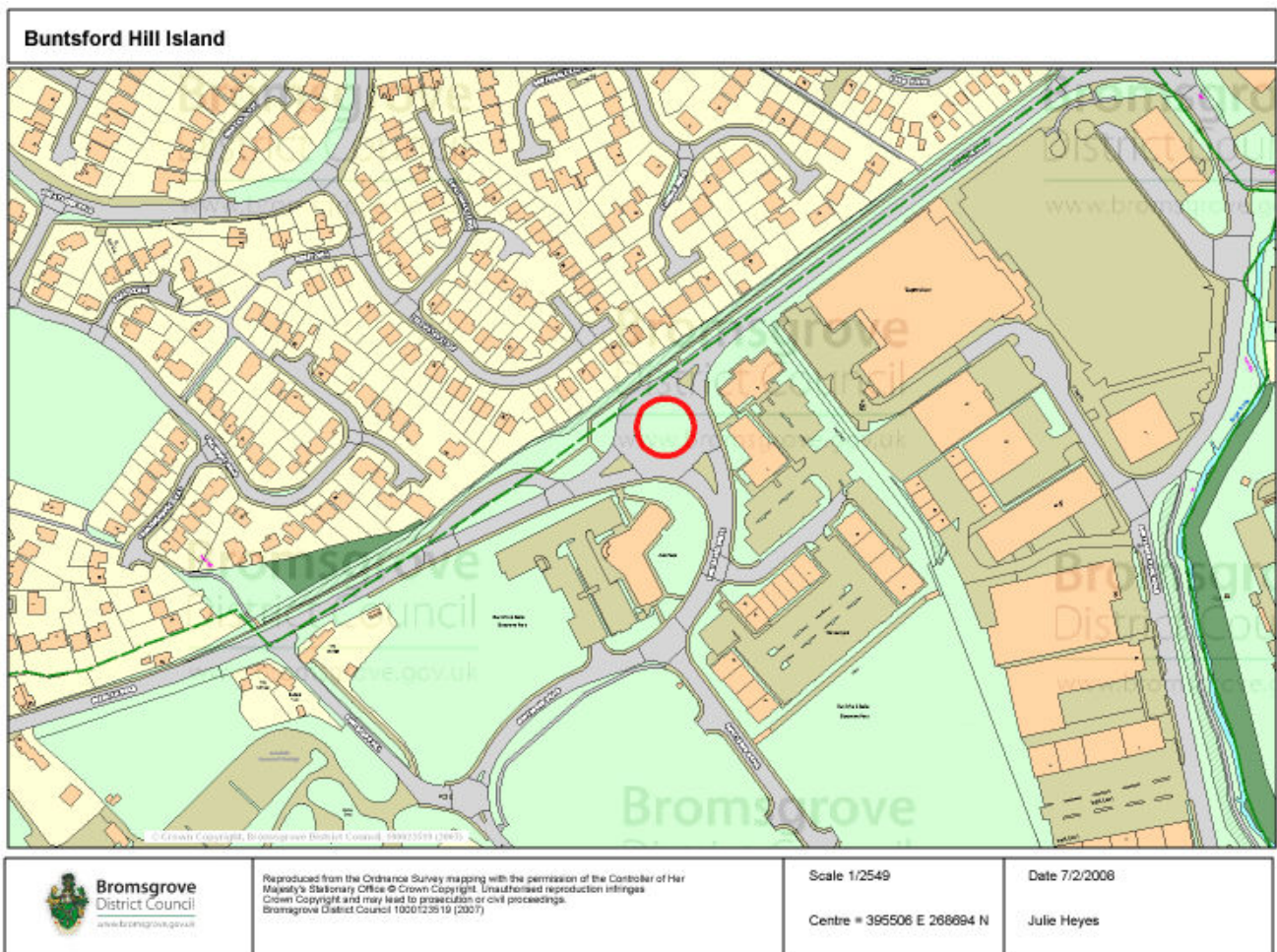


Sponsorship Location

**Max Number of
Permitted boards/signs**

3. Buntsford Hill Island,
Bromsgrove Road (HPU)

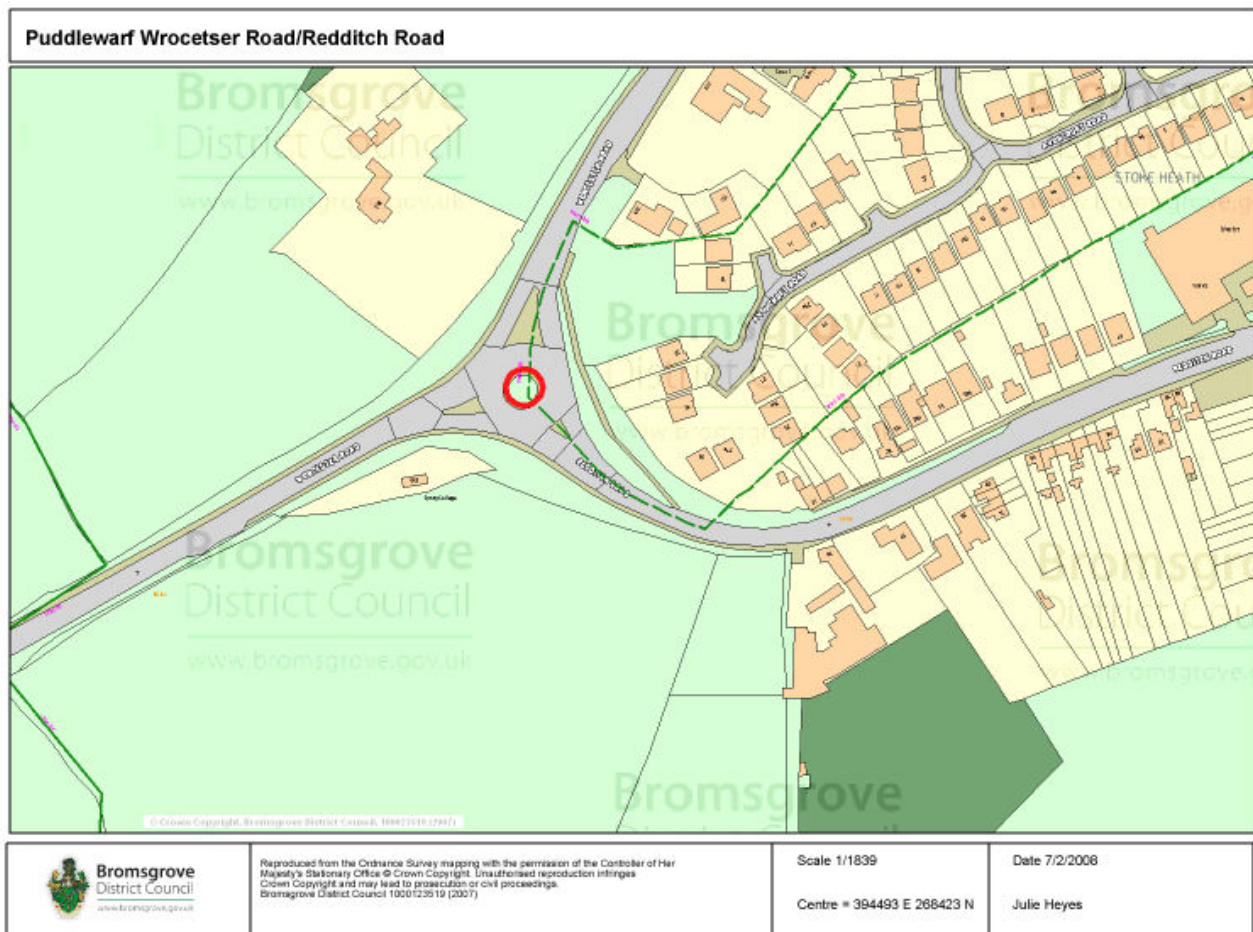
3



Sponsorship Location

**Max Number of
Permitted boards/signs**

- 4. Puddlewarf Island, Worcester Road/
Redditch Road, Bromsgrove (HPU) 3

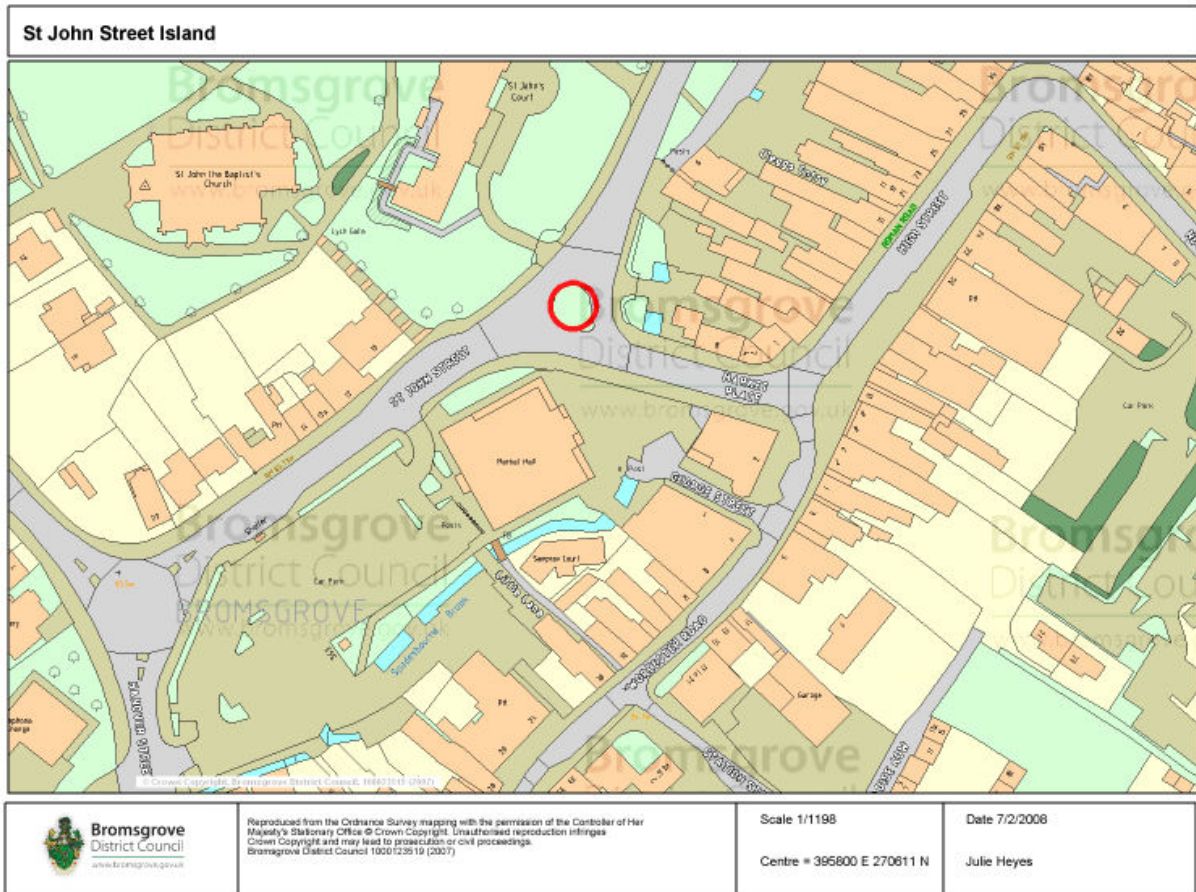


Sponsorship Location

Max Number of Permitted boards/signs

5. St John Street/Market Street (HPU)

3



HPU: - denotes locations managed by the Highways Partnership Unit

12.0 Advertising and Sign installation Criteria

The following is a design criteria agreeable to the stakeholders and recognises good practice and compromise from the stakeholders.

- **Should not be illuminated**
- **Should not be made of reflective material**
- **Should not be fixed at an angle to the road such that any inherent reflectivity causes drivers to be dazzled by their own headlights or the headlights of other vehicles travelling in the same direction**
- **Should not be designed such that it could be confused with legitimate traffic sign**
- **Should be discrete and in harmony with its surroundings**
- **Should be mounted at low level i.e. top of sign no greater than 800mm above ground level and possibly less if it is to be mounted on a raised area**
- **On a separate pole from any traffic signs**
- **Should be located where it does not obstruct sight lines to other signs or vehicles**
- **Where it will not present a hazard for pedestrians**
- **One Advertisement Consent application to be submitted per location.**
- **Signs shall be placed at locations approved by the Council only.**
- **Signs shall be 650mm wide and 350mm high and a max of 800mm tall, unless agreed otherwise by the Council as a result of lack of prominence of the sign.**
- **Signs shall be metal and shall be manufactured by a reputable firm experienced in the manufacture of signs for use along public roads.**
- **The sign would typically contain the Selected Sponsor's company logo, company name and nature of business.**
- **Selected Sponsor shall submit a drawing detailing the signs to be installed to the Council for approval in advance of ordering the signs.**
- **If signs become faded and untidy in appearance, the Council reserves the right to request a new sign from the Selected Sponsor.**
- **The Council will make the final determination on the sign type and design.**

Sponsorship Agreement

This Agreement is dated _____ and made between Bromsgrove District Council of Burcot Lane, Bromsgrove, Worcestershire B60 1AA (the Council) and _____ whose registered office is _____ (The Sponsor);

In respect of the sponsoring of the maintenance and/or enhancement to the landscaping of the roundabout as detailed in the attached policy.

Whereby the Sponsor agrees to sponsor the Roundabout and pay to the Council the costs incurred by it for the landscape maintenance/enhancement subject to the following terms and conditions:

1. The Sponsor shall sponsor the landscape maintenance/enhancements of Road Traffic Island to a maximum cost of £ _____ per annum payable on the commencement of the agreement.
2. “Landscape enhancement” means those improvements to the landscape as defined and agreed by the Council. The Council reserves the right to determine the nature of the enhancements and to vary the type of plantings provided on the Roundabout.
3. The Sponsor will be permitted to erect and maintain sponsorship signs/plaques on the Roundabout. The signs/plaques will be of a size and appearance as not to interfere with traffic flow or present hazard to motorists or other road users. The placement size and appearance and the number of signs/plaques will be as agreed in writing by the Council in accordance with the advice, instructions and approval of the Highway Authority, subject to clause 4 below.
4. The size, appearance and positioning of each sign/plaque shall be subject to obtaining necessary planning permission under the Control of Advertisements Regulations.
5. The Council shall have the absolute right to require the Sponsor to remove any sign/plaque which is of religious or political significance or context or which is inappropriate or objectionable or is likely to subject the Council to prosecution and upon receipt of such request the Sponsor shall remove the

said sign/plaque within 24 hours failing which the Council shall remove the sign/plaque.

6. The cost of providing, installing, maintaining and replacing signs/plaques is to be met by the Sponsor.
7. Sponsorship is to commence upon installation of the signs/plaques and is to run for a period of one year from the date hereof.
8. Sponsorship fees to maintain the enhancements are subject to annual increase and are payable on the commencement of the agreement.
9. From time to time, it may be necessary for the Council and/or the Highway Authority to permit works to be carried out on the Roundabout that may cause temporary disruption to the landscape enhancements and/or temporary removal of signs/plaques. In such event, the Council will not be liable for any claims for compensation by the Sponsor provided that such works and/or disruptions are for a total period of less than 30 days within any sponsored twelve month period. In the event of works or disruption lasting more than 30 days within any sponsored twelve month period the Council will refund the Sponsor a sum equating to 1/52 of the landscape enhancement annual sponsorship fees for each subsequent seven days, or part thereof, of continued works or disruption.
10. The Council will restore any landscape enhancement disturbed by such works to the appropriate standard and within a reasonable time. The Council will endeavour to provide advance notification to the Sponsor or any such works, whenever this is possible.
11. The rights and obligations of the Sponsor in this agreement shall not be assigned to a third party without the prior written consent of the Council.
12. If the Sponsor shall be in breach of any of the terms and conditions and stipulations on the part of the Sponsor to be observed and performed hereunder then it shall be lawful for the Council to determine this agreement by serving no less than seven days notice to the Sponsor but such determination shall not affect the rights of the Council under this agreement prior to the cancellation thereof.
13. It is agreed that if there are any changes in external legislation, circumstances or policy outside the control of the Council, the Council reserves the right to terminate this agreement and remove signs/plaques.
14. Sponsorship of the Roundabout is to be exclusive to the Sponsor.

Terms agreed and accepted:

Bromsgrove District Council

Position

On behalf of ()

Position

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BROMSGROVE DISTRICT COUNCIL

CABINET

30TH JULY 2008

TRAVEL PLAN

| | |
|------------------------------|----------------------------|
| Responsible Portfolio Holder | Councillor Peter Whittaker |
| Responsible Head of Service | Phil Street |
| Non-Key Decision | |

1. SUMMARY

- 1.1 In the context of the increasing importance of climate change Bromsgrove District Council will refresh its travel plan to promote sustainable travel habits to and from Bromsgrove District Council Offices.

2. RECOMMENDATION

- 2.1 Cabinet is asked to give approval to refreshing its travel plan and to support the surveying of Members, staff and visitors modes of transport and travel to Bromsgrove District Council Offices

3. BACKGROUND

- 3.1 There is wide spread concern about the impact on the environment of carbon emissions. It is generally accepted that such emissions have a detrimental affect on the environment. There is emerging expectations from Government and the community at large that efforts will be pursued to limit the impact of carbon emissions.
- 3.2 Legislation is in the process of being drawn up that will require local government to put in place arrangements that measure, monitor and introduce actions to reduce carbon emissions. There will be a requirement to benchmark carbon emissions and prepare an action plan designed to reduce such emissions.
- 3.3 There are National Indicators addressing climate change and sustainability issues. The National Indicators are wide ranging and encapsulate a number of issues including reducing carbon emissions from the Council's own estate, its vehicles and own recycling of materials.
- 3.4 It is probable that there will be a legislative requirement to develop a comprehensive sustainability policy. However, Bromsgrove District Council has commenced the process of developing an approach to sustainability. It commissioned the Energy Savings Trust (EST) to carry out work on its behalf in 2007 to identify key areas where the Council could tackle more efficient use of energy. In pursuit of the EST's recommendations the Council established an energy efficiency group that is developing work aimed at implementing the recommendations.

- 3.5 It is in the context of the increasing importance of sustainability and climate change that it is recommended that the travel plan should be refreshed. An initial travel plan was prepared in 2005, but this was neither implemented nor presented to Cabinet.
- 3.6 Approval is being sought to draw up the travel plan based on the plan prepared in 2005. The remit for the travel plan, although ambitious in certain ways, is in fact modest in its scope as it only addresses travel to and from the Council Offices. However, it is intended to expand to take account of other travel issues associated with the Depot and other Council facilities.
- 3.7 Cabinet is asked to approve the principles underpinning the travel plan, request the energy efficiency group to monitor its implementation and performance and support the carrying out of a refreshment exercise in association with Travel Wise who will undertake the statistical work associated with the production of the travel plan. The refreshed plan will be presented to Cabinet in December 2008.

4. FINANCIAL IMPLICATIONS

- 4.1 The travel plan requires the refreshing of statistics and information on travel habits and Travelwise who carried out the initial survey will need to be recruited to carry out this work.
- 4.2 There is not a direct cost associated with this work as Travel Wise will undertake this work as part of its commitment to working with Worcestershire County Council. However, some staff time will be required to co-ordinate the work undertaken by Travel Wise.

5. LEGAL IMPLICATIONS

- 5.1 Legislation is currently being prepared by Central Government around Climate Change. The indications in the green paper are that local government will be required to introduce policies that measure, monitor and introduce actions to reduce carbon emissions.

6. COUNCIL OBJECTIVES

- 6.1 Sustainability is not a Council objective. Neither is it currently a statutory requirement. The issue of sustainability does affect housing, town centre and sense of community all of which are Council priorities.

7. RISK MANAGEMENT

- 7.1 There is not a budget to further this work.
- 7.2 The travel plan may be ignored due to inconvenience and not viewed as a priority.
- 7.3 There are indications it will become statutorily required for Council's to develop sustainability strategies.

8. CUSTOMER IMPLICATIONS

- 8.1 The principle implication for customers will be that they will see the Council is acting responsibly in making its contribution to improving the environment. There may be adverse impact in that customers may be unable to identify alternative modes of transport.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

- 9.1 This is unlikely to have a particular impact on equalities except it is possible that disadvantaged communities may be less likely to have access to personal travel arrangements.

10. VALUE FOR MONEY IMPLICATIONS

- 10.1 The adoption of a pool car policy may have an impact on travel expenses and through encouraging a working from home policy there may be gains from reduced utility costs, building wear and tear and time lost through travel.

11. OTHER IMPLICATIONS

| |
|--|
| Procurement Issues - Yes, this may affect green procurement and purchase of pool cars |
| Personnel Implications - Yes, impact on working from home policy and managing staff at a distance. |
| Governance/Performance Management - None |
| Community Safety including Section 17 of Crime and Disorder Act 1998 - None |
| Policy - There is currently no sustainability policy |
| Environmental - Major impact on environment in relation to carbon emissions and health and well being. |

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

Potentially all wards will be affected, although St John's Ward will be a central beneficiary.

14. APPENDICES

Attached is the 2005 Travel plan entitled Travel Options.

15. BACKGROUND PAPERS

The production of this report has been informed by documents emerging from the Department of Environment, Fisheries and Agriculture and the survey of travel habits for Bromsgrove District Council produced in 2005.

CONTACT OFFICER

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Travel Options

Bromsgrove District Council's Travel Plan 2006-2009



bromsgrove council
www.bromsgrove.gov.uk

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 - 2.2 Why Bromsgrove District Council should adopt a Travel Plan; Environmental Impacts, Economic Impacts, Specific Impacts within Bromsgrove.**
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1 Summary

Bromsgrove District Council (B.D.C) has made a commitment to produce and develop a travel plan in order to benefit both employees and the wider community of Bromsgrove District.

The travel plan is an attempt to offer people a wider variety of travel methods rather than relying solely on the car. It also aims to highlight and manage an organisation's travel needs.

Bromsgrove's travel plan aims to affect all types of travel to and from the Council House including visits from the public, Councillors and Council business journeys. However, in the first instance it will concentrate specifically on staff commuter journeys to and from work. This first draft of travel plan is aimed at staff working from the Council House in Burcot Lane with the view to it being developed and rolled out to other Council work places.

The aim of travel plan is to increase travel choices for all staff, visitors and Councillors in getting to and from the Council House, reducing the carbon footprint and changing our travel behaviour with the aim of reducing the negative impact on our health, wealth and overall well-being. The main target to be achieved is to reduce the number of people travelling to work by car on their own by 10% by 2009. However, the plan also includes targets for walking, cycling and home working.

To provide a starting point for the travel plan a questionnaire and a site audit was conducted. This included a staff questionnaire which allowed for staff to be asked a set of questions and these were supplemented with their comments. The main findings appear in the appendices of this document. The survey revealed that currently 87% of staff travel to work alone by car.

The questionnaire asked staff how they would prefer to travel to work with 12.4% saying they would like to travel on foot while 9.3% said the train would be the most preferred means of transport. Staff was asked about home working to which 17.8% stated that they sometimes worked from home, but this was largely on an infrequent basis and it is not part of Council Policy.

The action plan contained in this document contains six measures to help Bromsgrove District Council realise the targets. These measures provide the opportunity for further development. These measures include working towards car sharing; encouraging alternative commuting methods; reducing impacts of business travel; providing adequate pool resources; flexible working options and providing all the relevant information to staff.

The Energy Efficiency Group will be responsible for driving forward the implementation of the travel plan. It is suggested progress should be monitored annually to report on findings. The travel plan will be reviewed again in January 2010 to assess progress.

2. Introducing Travel Plans

2.1 What is a Travel Plan?

A travel plan is a package of measures produced by employers to encourage staff to use alternatives to single-occupancy car-use. For example, it could include: car sharing schemes; a commitment to improve cycling facilities; a dedicated bus service or restricted car parking allocations. It might also promote flexible-working practices such as remote access and web based working.

Travel plans can offer real benefits not only to the organisation and its employees, but also the community that surrounds it. It may help to relieve local parking or congestion problems or improve public transport connections across the area. It may also relieve stress on employees through reducing delays or providing the opportunity to cut their travel commitments by working from home.

This Travel Options document is the first attempt to produce a formalised travel plan for Bromsgrove District Council. It is intended to act as a dynamic document that will be revised and updated at regular intervals. The travel plan is presented as a package of measures that support all aspects of Bromsgrove District Council's organisation. As already stated it will primarily focus on commuter journeys, but will also cover business related travel requirements.

In order for the travel plan to be effective, support is required from all levels within the Council. Elected Members, senior management and all the Council's employees will need to demonstrate a commitment to the Travel Options document.

Bromsgrove District Council's Travel Plan focuses on:

- Staff commuting to and from their place of work
- Staff business visits
- Visitors to the Council (including Councillors, and colleagues from other sectors)

2.2 Why should B.D.C. adopt a Travel Plan?

Environmental Impacts

The most obvious environmental impact of transport is air pollution. Many exhaust gases from cars, buses and trains have negative health effects particularly in terms respiratory conditions. Another major impact of car exhaust gases is on air quality and there are wider consequences from carbon emissions. The principal gas that has a negative impact on air quality and the wider environment is carbon dioxide CO₂

This is not only produced by cars, but is generated through the burning of fossil fuels to generate power. This is why controlling energy consumption is

so important for air quality and the wider environment. It is concern about carbon emissions that lies at the centre of policies surrounding climate change. This country, along with others, is formulating policies to tackle carbon emissions in an effort to limit the impact of emissions of CO₂ and other greenhouse gases.

The aim of the travel plan within Bromsgrove District Council will be to limit CO₂ emissions and in so doing reduce the Council's 'carbon footprint'. It will also contribute to reducing air pollution locally and assist in improving air quality. It would also prove the commitment toward the Worcestershire Climate Change Pledge that Bromsgrove District Council became a signatory to in November 2006. Amongst the actions contained in the travel plan was "To develop and implement a staff travel plan".

Economic Impacts

There are internal and external transport costs. Internal costs being those paid by the user, for example, the cost of petrol used to run a car or the price of a train ticket. Options proposed by the travel plan, such as car sharing, have the potential to reduce internal costs.

External costs are those being borne by the wider community and not by individual users. Examples of external costs are where there are health problems from poor air quality caused by cars or where damage occurs to historic buildings by heavy vehicles. Certain accosts are visible either immediately or in the short term while other costs to the wider environment may only be discernible in the future.

An increase in traffic on the roads adversely affects air quality and heightens the risk of health problems and fatalities arising from road traffic accidents. Each death on the road costs the County Council around £1 million.

Specific impacts within Bromsgrove.

Bromsgrove District Council employs in excess of 400 people. Some live within the Bromsgrove area while others travel from further a field. The traffic levels peak in and around Bromsgrove in the morning and evening rush hours as commuter travel to and from work. It is estimated that across Bromsgrove as a whole some 26,000 people commute out of the district each day while a further 16,000 commute in. It is estimated that nationally car ownership has increased by 6 million since 1997. Car ownership in Bromsgrove is above the national average so it is assumed congestion in the district is set to increase.

The travel survey identified that the majority of Council staff travel alone to work each day by car. These journeys contribute to an already congested

Bromsgrove road network. The level of car usage places significant pressure for car parking spaces both at the Council House and at the Aston Fields Depot site.

Worcestershire County Council (WCC) has adopted and put into action a travel plan in accordance with Planning Policy Guidance Note 13. Bromsgrove District Council is proposing to follow this example and implement a travel plan that is aimed specifically for its employees. WCC have also recently adopted a Climate Change Strategy and Bromsgrove's travel plan demonstrate our commitment to the Worcestershire Climate Change Pledge.

Bromsgrove District Council have recently developed an Action Plan following the declaration of an Air Quality Management Area (AQMA) close to Junction 1 of the M42 due to the levels of nitrogen dioxide from road traffic emissions; a travel plan would support such initiatives and demonstrate a commitment to air quality.

The Council have also undertaken a scrutiny exercise into air quality and the recommendations from that report have significant implications for the travel plan.

In order to give the travel plan an identity that is unique to the Council, it is essential to give it a title that will reflect its aims and the reason for its existence. 'Travel Options' relays to staff that the plan is not simply an anti-car initiative, but more a tool offering choice for staff.

3. Solid Foundations

3.1 Building blocks for the plan

In order to ascertain the main aims of Travel Options the following research methods were employed:

- Staff Travel Survey

This was carried out in conjunction with *TRAVELWISE* (NB The National TravelWise® Association (NTWA) is a partnership of local authorities and other organisations working together to promote sustainable transport) and helped to identify the main trends in staff travel habits.

- Site Audit

All current facilities at the Council House were reviewed in respect of what the Council already provides. This focused attention to the shortcomings of travel provision at Bromsgrove District Council whilst at the same time, highlighting areas in which travel provision was successfully being addressed.

- Interdepartmental contributions

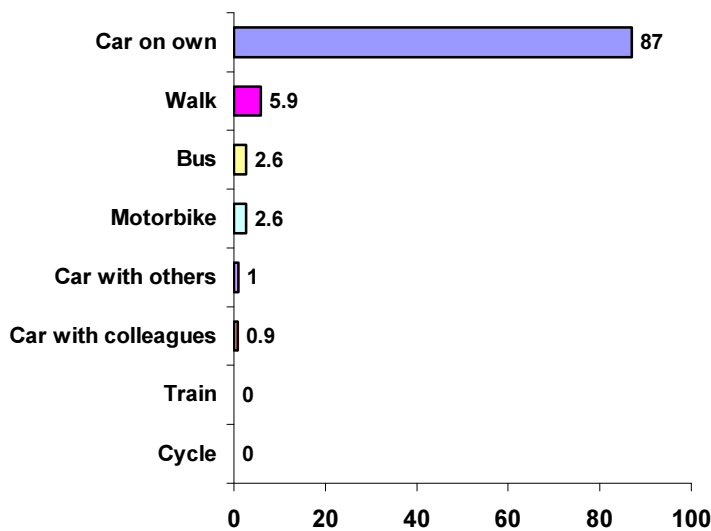
Contribution from a number of key sections within the Council is currently being sought via sending out draft copies of this document and any valid comments, inputs and suggestions will be included.

4. Background

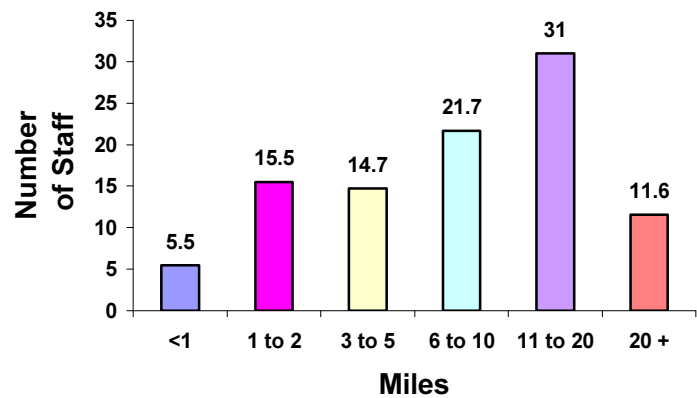
4.1 Current Travel Habits

A staff travel questionnaire was undertaken at the Council with the aim of gathering data regarding travel habits. All staff were supplied with a questionnaire and there were 129 respondents. Data has now been collated and assessed in order to form the basis for the travel plan and allow progression in this area. The following charts depict the main elements and findings from the questionnaire. The comprehensive results maybe found in appendix ??

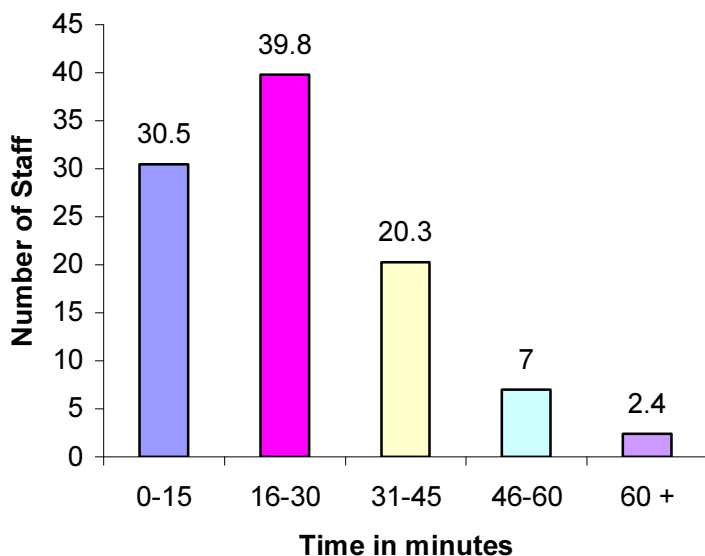
How employees get to work (%)



Distance Travelled to Work



Commuting Journey Length



4.2 Site Particulars

Staff numbers at different locations within the district.

There are 226 people working from the main Council offices Burcot Lane.

There are 101 people working from the Central Depot.

There are 69 people working from the Dolphin Centre and the Customer Service Centre

There are 65 people working at different locations within the district. i.e. Haybridge Sports Centre, CCTV etc.

The Council House site particulars

Car Parks

Within Bromsgrove District Councils' perimeter there are three car parks under focus. Firstly the main staff car park to the left off B.D.C. reception (Appendix ?) the CCTV car park (Appendix ??) and the car park located by the Spadesbourne Suite / New College (Appendix ??) In total there are 162 car park spaces. Including 89 spaces within the main car park with 70 normal spaces 16 reserved spaces (12 heads of service and 4 for the Depot Leader, Leader, Vice Chairman and Chairman), and 3 spaces by the clock in machine that are potentially shared with Hereford and Worcester BBC Radio. The CCTV car park accommodates 45 spaces including 3 disabled spaces. The spaces by the Spadesbourne Suite are shared with New College and occasionally members of the public when an activity is being

held within the Spadebourne Suite. There are a total of approximately 20 spaces (spaces not marked out) and an additional 3 disabled spaces.

Bike Storage and Review of Facilities.

At the Council offices there is a bike storage holding a capacity of 10 bikes. However throughout the site survey it was identified that the bike store is currently storing wheeled bins for confidential waste and it will need to be advised as to where these may be moved.

Within the bike store there are two Council pool bikes one of which is electric. Although these may be old and in a state of disrepair it is suggested that they are serviced and cleaned to encourage them to be used, it may then be appropriate to investigate purchasing two new bikes if there was the demand for them.

The Council pool bikes are merely for journeys on council business as opposed to commuting to work. Encouragement is given for those staff having personal bikes to use them to travel to and from work if appropriate.

Finally it is relevant to note that although the position of the bike store (**Appendix ??**) may deter vandals and thieves the situation is not ideal in that staff / Councilors have to carry their bike either through main reception or the corridor by the clock in machine. Perhaps some consideration could be given to restructuring the area where the benefit counter is currently situated into a bike storage, washroom facility and first aid room, this would provide incentive and encouragement to B.D.C employees and Councilors to travel in a more environmentally friendly way.

4.3 Business Travel

84% of respondents said they had to use their vehicle for work related journeys, with the average mileage being 182 miles per month. However, 3% of staff reported traveling over 800 miles each month and nearly 5% of staff only traveled up to 30 miles in a month.

| Type of allowance | Number of Staff |
|--------------------------|------------------------|
| Essential car user | 82 |
| Casual car user | 21 claims/mth |
| Car loan | 2 |

(3 members of staff who have lease vehicles are included with the Essential car user figure)

Business travel car allowances:

Currently (as of 05/05/05), NJC car allowances stand at the following rates:

| | 451 – 999 cc | 1000 – 1199 cc | 1200 – 1450 cc |
|---------------------------|---------------------|-----------------------|-----------------------|
| Essential Car User | | | |
| Lump sum per annum | £690 | £771 | £990 |
| Per first 8,500 miles | 30.6p | 32.9p | 41.1p |
| After 8,500 miles | 11.7p | 11.8p | 13.9p |

| | | | |
|------------------------|-------|-------|-------|
| Casual Car User | | | |
| Per first 8,500 miles | 38.7p | 42.0p | 52.7p |
| After 8,500 miles | 11.7p | 11.8p | 13.9p |

4.4 Travel Preferences

When asked what would be your preferred method of travel if different from your usual 52.7% of staff responded with the most popular being walking with 12.4% respondents, other popular choices included catching the train (7.8%) and cycling (7.8%). Least favorable were to go with others and motorbike.

The most popular choice when asked to give possible ideas that would reduce the number of hours made commuting to and from work was working from home, followed closely by condensed working hours (such as 9 day fortnight), Council pool cars were next popular with the least popular being companion to travel, with cheaper bikes, use of taxi to station for business trips, lease or loan to convert fuel to alternative fuel, discounted bus travel and car park charges.

Staff on the whole were not prepared to pay for car parking whilst at work, where 118 (91.5%) of staff either did not respond or clearly stated they would not be prepared to pay, whilst 11 (8.5%) stated they would consider paying. The average they would pay being £1 per week.

B.D.C. pool bikes have been available for staff to use for a number of years now, however, it seems that not all staff were aware that they would get mileage paid at the rate of 25p per mile if they were to use one these bikes.

5. Future Expectations

5.1 Our overall aims are to:

- Increase travel choices for all staff, visitors and Councillors
- Reduce the carbon footprint of our travel habits
- Reduce the impact our travel habits have on our health, wealth and overall well-being

In order to achieve the above objectives a number of targets will be introduced which will allow the Council to monitor the progress being made and also to monitor our progress along the way.

5.2 Our targets:

- **Our overall target is to reduce the number of people coming to work in the car on their own by 10% by 2010**
87% of employees currently travel to work by car on their own
- **We will increase car sharing by 10% by 2010**
4% of employees currently car share
- **We will increase walking to work by 10% by 2010**
5.7% of employees currently walk

- **We will aim for 2% of our work force to regularly cycle to work**
Currently no employees cycle to work
- **We will have 2% of our work force working from home at least once a month**
Currently no staff work form home on a formal basis
- **We will aim to introduce pool cars within the Council by 2010 / 11**
There are currently no pool cars within the Council
- **Reduction in number of employees claiming essential car user allowance.**
Those under certain mileage allowance classed as casual rather than essential.

6. Current Options.

- i. Increase the use of communication technologies such as e-mailing and web based communications.
- ii. Use easy accessible venues for meetings and conferences to reduce travel.
- iii. Make use of the one day a month flexi day by building hours over the month. Cutting out 1 commuter journey to and from work per month by all of B.D.C staff can reduce many unnecessary car journeys.
- iv. Think before making unnecessary journeys and plan your journeys to link journeys better.
- v. Combining journeys by traveling for two or more purposes.
- vi. Think before you travel. Why am I traveling? Do I really need to travel? If so how far? Is there a nearer alternative? Use local goods and services, this is convenient, saves time, money and earths resources and supports your local economy rather than big businesses.
- vii. Reduce your speed; doing 50mph can use 25% less fuel than traveling at 70mph.

- viii. Avoid rapid acceleration and heavy breaking – accelerate smoothly, even in traffic jams. Smoother driving can use 30% less fuel.
- ix. Please see below a list of post codes that have matched up from the travel survey. If you can identify your postcode within the following list it means that there is someone who lives relatively close to yourself. If you would like to participate in car sharing email social@bromsgrove.gov.uk the postcodes that are similar to yours and find whether they are willing to car share.

Post Codes:

7. Travel Options Action Plan

| | Action | Who is Responsible? | Deadline | Cost | Additional Information |
|---|--|---------------------|----------|---|--|
| Car Sharing | Set up Car sharing database | | | £650 250-499 £1100 500-999 | 10% discount if Travel Plan is in place |
| | Small number of car park spaces designated for car sharers | | | Low, paint possibly signs | Proposal for 3 spaces at Council House and 2 at the Depot (can be used by all after 10am) |
| | Launch Car Share Scheme | | | Low, mainly covered by WCC if car share database is purchased from them | Aim for registration rate of 30% in first week |
| | Guaranteed Ride Home in emergencies for car sharers | | | Low | Some Worcestershire Taxi firms give discounts to organisations with Travel Plans in place. |
| Encourage Alternative Commuting Methods | Lockers for clothes storage | | | Medium, approximately £50 each dependant upon supplier | No such facility provided, would ensure security of belongings for staff that cycle, walk and motorbike to work. |
| | Suitable showering facilities | | | High | Ideally should be situated close to entrance of Council House – maybe incorporate facility into an up grade of staff medical room as benefits would be 2-fold. (Depot already has existing facilities) |

| | Action | Who is Responsible? | Deadline | Cost | Additional Information |
|---|---|----------------------------|-----------------------|--|--|
| Reducing Impacts of our Business Travel | Review all vacant posts as they become available for car users status | HR /Finance/Payroll | Immediate and Ongoing | Potential cost savings | Not all staff on essential car users status may require this and there may be the possibility to have casual car users status instead. |
| | Review Cycle mileage allowance | Finance/Payroll | Annually | Potential cost savings on car mileage | Currently stands at 25p but is as high as 40p in other authorities as used as an incentive. |
| Pool Resource Provision | Regular servicing of pool bikes | | | Low, approx.£20 per cycle(dependant upon parts required) | Cycles must be kept in good working order to ensure safe cycling. |
| | Feasibility study into provision of pool car | | | Time required for research and preparation of report | Cost of purchasing/leasing car when compared to costs of casual car users allowance. |
| Flexible Working Options | Agree a home working policy | | | None | Initial consultation draft to be produced. Highlight potential suitability of jobs for home working. |
| Information for staff | Travel section on intranet | | | Time required to write up | <ul style="list-style-type: none"> Information links for public transport Careshare database Travel Plan Facts and figure on travel habits |
| | Travel Notice board | | | None providing existing boards can be used, low if new one required. | Existing boards by time clock could be utilized to display relevant information |

8. Monitoring our Progress

In order to make sure we are meeting all of our commitments to Travel Options, we will need to monitor progress towards our targets. This will also give us the option to constantly develop and expand our action plan as and when the need arises.

In order to effectively monitor the success of Travel Options, a number of indicators will be used:

- The number of employees traveling to work via a single occupancy vehicle
- The number of people registered on the car sharing database
- The use of the designated car share spaces
- The number of employees working from home at least once a month

9. Developing Travel Options

The travel plan will be reviewed on a 6 monthly basis during the next 2 years after which it will be necessary to re-assess our aims and targets and therefore draw together a new action plan of measures to undertake.

10. References

11. Useful Web Addresses

12. Appendices

Travel Plan survey results.
Charts and graph results.
Location Map.
Site survey information.

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BROMSGROVE DISTRICT COUNCIL

CABINET

30th July 2008

AUDIT COMMISSION RE-INSPECTION OF STRATEGIC HOUSING SERVICES

| | |
|------------------------------|----------------------|
| Responsible Portfolio Holder | Cllr Peter Whittaker |
| Responsible Head of Service | David Hammond |
| Non-Key Decision | |

1. SUMMARY

- 1.1 The report summarises, for consideration by the Executive Cabinet, the report of the Audit Commission upon the re- inspection of Strategic Housing Services that took place in February 2008 and tbrings forward for member approval an action plan to address the Audit Commission's recommendations.

RECOMMENDATION

- 2.1 That members note the summary and recommendations made by the Audit Commission in respect of the re-inspection of Strategic Housing.
- 2.2 That members approve the action plan (Appendix 1) containing Corporate, Strategic Planning and Strategic Housing actions to address the recommendations made by the Audit Commission.

3. BACKGROUND

- 3.1 The Council's Strategic Housing Service was re-inspected by the Audit Commission in the week commencing the 25th February 2008. The service had previously been inspected in March 2006 when it had been rated as being a poor, zero star service with uncertain prospects for improvement.

4. SUMMARY OF FINDINGS

- 4.1 The outcome of the Re-Inspection that took place in February this year states that Bromsgrove District Council's Strategic Housing Service is a fair, one-star service which has promising prospects for improvement.
- 4.2 The Audit Commission report confirms that this represents a significant improvement from 2006 and makes the following observations:
- The Customer Service Centre provides an effective, one-stop shop service and supports a streamlined housing advice service for customers. Services are accessible to people with physical disabilities, and customers can access advice outside normal office hours. Information about services is comprehensive and widely available, in community locations and in a range of different formats to meet different communication needs.

- The Council has improved both accessibility to supported accommodation and the quality of service provision for victims of domestic violence. It is investing its own resources in increasing the supply of accommodation to meet needs and invests significantly in grants to provide aids and adaptations to vulnerable people, which are being completed quickly.
- The strategic approach to housing has increased the supply of affordable housing and is working to overcome constraints on supply. This is clearly supported by members. It is supported by a robust research base, which is being added to, and effectively guides the Council's actions. It is using an effective range of tools to prevent homelessness, and has decommissioned poor quality hostels.

4.2 Areas for improvement remain:

- The Council does not know the profile of its customers, and is not able to demonstrate that services are delivered fairly to all parts of the community. This also limits the ability of the Council to shape services to meet individual needs. Lack of capacity, until recently, in both the strategic housing and strategic planning services means that development of key strategic documents to support delivery of affordable housing has been delayed. There has been mixed progress in ensuring that houses in multiple occupation provide safe and suitable standards of accommodation.
- In addition, the Council's work on value for money is at an early stage. It can show where it has made efficiency savings in a number of areas, but limited cost information and gaps in customer satisfaction and performance information means that it cannot demonstrate that the service provides value for money.
- Since the last inspection, the Council has delivered a range of improvements in service delivery and performance. Delivery of priorities is supported by integrated financial and performance management, although some gaps remain in what is being monitored. The Council has invested in priority areas to improve performance, and is effectively securing external funding to help it deliver its plans, although it has not yet assessed the impact of its own and external investment.

4.4 In scoring the service the Audit Commission commented that:

- The standard of temporary accommodation is high, and the Council is not placing homeless people in bed and breakfast accommodation;
- Effective use is made of a range of tools which is helping to reduce the number of people who become homeless;
- The Council is working well with partners and investing its own resources to increase the supply of new affordable housing; and
- Customers do not have to wait for a long time for aids and adaptations to be completed.

4.5 However the Audit Commission identified that there are some areas which require improvement. These include:

- The Council lacks a strategy to ensure that all of its services are fully accessible;
- Arrangements for collecting and using customer satisfaction information are not fully embedded;
- Service standards have been developed but are being routinely monitored with customers, and standards for the strategic housing service are not comprehensive;
- Complaints are not being used to shape services;
- Customer profile information is underdeveloped and the Council cannot show that services are delivered fairly to all parts of the community;
- The Council is not spending all of the resources available to it to provide grants assistance to vulnerable people;
- Houses in multiple occupation are not being effectively targeted to ensure that they provide suitable standards of accommodation;
- Development of key strategic planning documents to guide delivery of new affordable housing has been delayed; and
- Development and use of cost comparison is at an early stage and the Council cannot demonstrate that its services provide value for money.

4.6 The Audit Commission stated that the service has promising prospects for improvement because:

- It has delivered a wide range of service and performance improvements;
- Positive progress is being made in line with improvement and action plans;
- Delivery of corporate priorities is supported by investment and an integrated financial and performance management framework;
- Performance is monitored and reported regularly and action taken to correct variations from targets;
- Improvement plans address key weaknesses in service delivery;
- The Council responds positively to internal and external scrutiny and customer feedback and is using it to improve services;
- Members and senior officers are providing leadership to the service;
- Partnership working and external funding are being used effectively to increase capacity and deliver improvements; and
- Targeted efficiency savings and improved procurement practice is increasing resources available to support priorities.

4.7 The Audit Commission identify a number of barriers to improvement. These include:

- Limited information about the costs of services constrains the Councils ability to improve value for money;
- Lack of customer profile information and monitoring service take up by diversity categories means that improvements cannot be targeted at inequality;
- There are some gaps in what is being measured such as customer satisfaction, complaints, and some agreed targets within housing service level agreements;
- The strategic housing service is not benchmarking its performance;
- IT systems are not fully supporting all areas of service; and
- the Council has not fully assessed the skills and capacity of the service to deliver future improvements.

5. RECOMMENDATIONS MADE BY THE AUDIT COMMISSION

5.1 The Audit Commission Inspection Team has made the following recommendations.

Recommendation R1 Improve the focus on customers by:

- Monitoring, reporting and taking action to ensure that all agreed targets within the housing advice and CAB service level agreements which relate to accessibility and timeliness of the service are met;
- Developing and implementing arrangements to monitor and report measures of satisfaction for all aspects of the strategic housing service and setting targets for improvement;
- Involving customers in the review and re-development of service standards for the strategic housing service, implement arrangements for customers to be involved in monitoring them, and publicise the standards and performance against them; and
- Ensuring that analysis of complaints, which includes common and recurring factors, is regularly reported by service area and that action to resolve them is recorded and reported internally and externally.

Target for completion – November 2008

Recommendation R2 Improve the focus on diversity by:

- Collecting and using customer profile information and feedback to inform development of a corporate strategy and action plan to identify and remove any barriers to accessing services;
- Developing and implementing diversity monitoring for service take up and satisfaction, across all groups identified in the equality scheme, reporting this regularly and taking action to address any actual or perceived inequality in service provision;
- Revisiting and updating the Equality Impact Assessments for the strategic housing service to ensure that they are robust and that any weaknesses are integrated into the current service improvement plan; and
- Reviewing compliance with the CRE Code of Practice for Rented Housing and for Employment and ensuring that actions to achieve compliance are included in existing improvement plans.

Target for completion – April 2009

Recommendation R3 Maximise the impact of activities in the private sector by:

- Revisiting internal guidance regarding identification of Houses in Multiple Occupation (HMOs) and developing and implementing regular programmes of work in the district to identify the type and location of HMOs and targeting inspection and enforcement activity appropriately; and
- Developing an overarching strategy to guide all activities in the private sector which clearly sets out the expected combined benefits of work in this area supported by performance targets and monitoring.

Target for completion – April 2009

Recommendation R4 Maximise the delivery of affordable housing by:

- Ensuring that sufficient staff resources are in place to prioritise the development of strategic planning documents linked to delivery of affordable housing;
- Assessing the skills and capacity within the strategic housing and planning teams to ensure that they are equipped to maximise opportunities for delivery following the outcome of the review of the Regional Spatial Strategy, particularly in relation to negotiation skills;
- Formalising arrangements for contact and liaison with developers and partners; and
- Formalise joint working arrangements between the strategic housing and planning teams to more proactively consider and address required flexibility within pipeline schemes.

•

Target for completion – September 2009

Recommendation R5 Improving value for money by:

- Ensuring that spending performance against allocated capital budgets for grants is more closely monitored and maximised and that reporting arrangements allow for prompt action to mitigate any under spends;
- Developing baseline cost, performance, and satisfaction analysis to determine value for money of the strategic housing service and any services provided under agreement, subject to regular review;
- Assessing the effectiveness of internal and external funding and investment in the service, and the impact of different resource streams, to inform a strategy for maximising the impact of future funding; and
- Implementing arrangements to ensure that the impact of investment in learning, training and development is assessed and meets stated objectives.

Target for Completion – April 2009

6. DEVELOPMENT OF AN IMPROVEMENT ACTION PLAN

- 6.1 A new Strategic Housing Re- Inspection Action Plan has been developed to address the key recommendations set out above and the actions from the previous inspection report that are not fully completed, again focussing upon where the service can be further strengthened.
- 6.2 The Re-Inspection action plan sets out the areas of work that need to be addressed both Corporately and those that are more specific to Strategic Planning and the Strategic Housing Section itself. The proposed outcomes and targets set out in the Audit Commission recommendations will, as in the previous action plan, be transferred into the new Re-Inspection Action Plan for clarity.

- 6.3 The Strategic Housing Team are pleased with the outcome of the Strategic Housing Re- Inspection and the recognition of the progress that has been achieved over the past 18 months and enthusiastically embracing the new action plan as a framework for taking the service forward into further improvement.

7. FINANCIAL IMPLICATIONS

- 7.1 There are no financial implications associated with the recommendation to approve the action plan as the actions set will be addressed within existing budget and staff resources.

8. LEGAL IMPLICATIONS

- 8.1 There are no legal implications directly linked to the recommendations

9. COUNCIL OBJECTIVES

- 9.1 Housing is a Council priority under Objective 1 – Regeneration.

10. RISK MANAGEMENT

- 10.1 The main risks associated with the details included in this report are:
- Failure to embrace the recommendations made by the Audit Commission could impact upon the Councils corporate rating under CPA.

11. CUSTOMER IMPLICATIONS

- 11.1 The recommendation to approve the action plan will ultimately impact upon customer service and satisfaction as service improvements are implemented.

12. EQUALITIES AND DIVERSITY IMPLICATIONS

- 12.1 Actions within the plan will help improve awareness of customer requirements and help strengthen the application of the Council's Equalities and Diversity Policies.

13. VALUE FOR MONEY IMPLICATIONS

- 13.1 Actions within the plan will help improve and strengthen the application of the Council's Value For Money Strategy and Policies.

14. 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 |

15. 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 | No |

16. WARDS AFFECTED

'All Wards'

17. APPENDICES

Appendix 1 – Strategic Housing Re-Inspection - Action Plan April 2008

18. BACKGROUND PAPERS

Audit Commission Local authority Housing Inspection Report – Strategic
Housing Re-Inspection – Bromsgrove District Council.

CONTACT OFFICER

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

STRATEGIC HOUSING RE-INSPECTION - ACTION PLAN June 2008

KEY RECOMMENDATION R1 -

IMPROVE THE FOCUS ON CUSTOMERS BY:

Monitoring, reporting and taking action to ensure that all agreed targets within the housing advice and CAB service level agreements which relate to accessibility and timeliness of the service are met;

Developing and implementing arrangements to monitor and report measures of satisfaction for all aspects of the strategic housing service and setting targets for improvement;

Involving customers in the review and re-development of service standards for the strategic housing service, implement arrangements for customers to be involved in monitoring them, and publicise the standards and performance against them; and

Ensuring that analysis of complaints, which includes common and recurring factors, is regularly reported by service area and that action to resolve them is recorded and reported internally and externally.

Proposed Outcome –

Customers are able to access the generic and specialist housing advice services in a timely way and that any changes in demand or resourcing required are more readily identified;

Customer feedback about the service through complaints and satisfaction information is used to improve services; and;

Customers know what level of service they should receive and can see how the service is performing against agreed standards.

Outcomes being improved for local residents

Target Completion – November 2008

| CORPORATE ACTIONS | Target Completion Date | Milestone | Lead Officer | Partner Organisation Involved | Resources | Monitoring Status and comments ¹ |
|--|---|--|--------------|-------------------------------|--|---|
| R1.1 Resource and develop staffing to analyse and compile report from customer feedback from range of strategic housing questionnaires. (i.e. housing officers formulate and post out questionnaires, but need a resource to compile and analyse completed questionnaires. | Dec 08 | Surveys available for analysis by September 2008 | HB | N/A | Corporate Communications. Policy and Performance Team. | |
| R1.2 Implementation of Corporate Complaints Recording System | Implement Feb 08 start recording 1 st April 08 | Formal annual review of Customer First | SS | Police County Council | Corporate Communications. Policy and | |

| | | | | | | |
|--|-------------------------------|--|---------------------|---|---|--|
| | | Strategy | | | Performance Team. | |
| R1.3 Quarterly reports to CMT reporting upon complaints from all departments | July 08 | 1 st report July 08 | SS | Tagish Software Company | Corporate Communications. Policy and Performance Team. | |
| R1.4 Publish results of complaints monitoring on Council website | July 08 | 1 st report July 08 | SS | Tagish Software Company | Corporate Communications. Policy and Performance Team. | |
| STRATEGIC HOUSING ACTIONS | Target Completion Date | Milestone | Lead Officer | Partner Organisation Involved | Resources | Monitoring Status and comments |
| R1.5 Develop a spreadsheet to monitor Homeless application clients who have approached and been seen on the same day | July 08 | Format agreed with BDHT | JB | BDHT | Strategic Housing Performance and Monitoring Officer | Agreed on 11 th April that BDHT would arrange for CSA's to start monitoring |
| R1.6 Monitor clients who are homeless and need same day accommodation | July 08 | Abritas implementation | JB | BDHT | Strategic Housing Performance and Monitoring Officer. BDHT staff. | |
| R1.7 Monitor clients who have been officered an appt to see a housing officer within 5 days of initial approach. | July 08 | 1 st audit to take place in July 08 | JB | BDHT | Strategic Housing Performance and Monitoring Officer. BDHT staff. | |
| R1.8 Meet with CAB to discuss monitoring of service standards | July 08 | | JB | CAB | Strategic Housing Performance and Monitoring Officer. | |
| R1.9 Meeting to review schedule of customer feedback questionnaires | July 08 | | AG | | Strategic Housing Team | |
| R1.10 Report annually to PMB on level of satisfaction of customers to Strategic Housing services and to identify areas of improvement and actions and targets to address. | Sep 08 and then annually | | AG/AC | | Strategic Housing Team | |
| R1.11 Investigate best practice authorities for delivery of customer service standards | June 08 | | JD | | Housing Initiatives Officer – information from Audit Commission | |
| R1.12 Consultation on service standards | Sep 08 | | JD | BDHT Partner RSLs CAB Baseline | Housing Initiatives Officer | |
| R1.13 Agree and develop service standards | Nov 08 | | JD, AC | | Strategic Housing Team | |
| R1.14 Promote and publicise service standards | Dec 08 | | JD | | Strategic Housing | |

| | | | | | | |
|---|--------|--|------------------------|--|--|--|
| | | | | | Team. Existing Printing and stationary budget. | |
| R1.15 Add customer standards to all outgoing questionnaires and include question to monitor performance against them | Jan 09 | | Strategic Housing Team | | Strategic Housing Team. | |

KEY RECOMMENDATION R2

IMPROVE THE FOCUS ON DIVERSITY BY:

Collecting and using customer profile information and feedback to inform development of a corporate strategy and action plan to identify and remove any barriers to accessing services;

Developing and implementing diversity monitoring for service take up and satisfaction, across all groups identified in the equality scheme, reporting this regularly and taking action to address any actual or perceived inequality in service provision;

Revisiting and updating the Equality Impact Assessments for the strategic housing service to ensure that they are robust and that any weaknesses are integrated into the current service improvement plan; and

Reviewing compliance with the CRE Code of Practice for Rented Housing and for Employment and ensuring that actions to achieve compliance are included in existing improvement plans

Proposed Outcome -

Services are accessible to all parts of the community and are delivered fairly to all customers.

Outcomes being improved for local residents

Target completion – April 2009

| CORPORATE ACTIONS | Target Completion Date | Milestone | Lead Officer | Partner Organisation Involved | Resources | Monitoring Status and comments |
|---|-------------------------------|---|---------------------|---|--|---------------------------------------|
| R2.1 Development of Customer Access Section in Customer First Strategy. | November 2008 | Draft available in September for CMT | HB | Police County Council | Possible 2009/2010 budget bids depending on results of strategy development. | |
| R2.2 Ensure that Equality Monitoring data collection system is adopted by all service areas, that data is submitted to the Community Safety Analyst on time and the forthcoming reports are actioned by service departments. | Dec 08 | Collection of meaningful information to input into action planning and policy making. | HB,FS | County Council Community Safety Analyst. | Existing. | In progress |
| R2.3 Consult the community on the extension of Equality Monitoring (data collection) to extend it to the categories of sexual orientation and religion or belief. | Dec 08 | Making contact with relevant organisations and community groups. | FS | | Equality and Diversity Officer. | In progress. |
| R2.4 Review compliance with the CRE Code of Practice for Employment | March 09 | Review February 09 Report findings March 09 | JP | | HR Team | |
| STRATEGIC HOUSING ACTIONS | Target Completion Date | Milestone | Lead Officer | Partner Organisation Involved | Resources | Monitoring Status and comments |
| R2.5 Arrange for Equalities Officer to meet with team and facilitate the review and improve of existing impact assessments | Sept 08 | | AG | | Equality and Diversity Officer and Strategic Housing Team. | |
| R2.6 SH and BDHT to work to review compliance with CRE Code of Practice for Rented Housing | Dec 08 | A schedule of meetings agreed with BDHT | AC, AG | | Strategic Housing and BDHT staff resources. | |

KEY RECOMMENDATION R3 –**MAXIMISE THE IMPACT OF ACTIVITIES IN THE PRIVATE SECTOR BY:**

Revisiting internal guidance regarding identification of Houses in Multiple Occupation (HMOs) and developing and implementing regular programmes of work in the district to identify the type and location of HMOs and targeting inspection and enforcement activity appropriately; and

Developing an overarching strategy to guide all activities in the private sector which clearly sets out the expected combined benefits of work in this area supported by performance targets and monitoring.

Proposed Outcome -

Improved standards in the private sector; and

Improved contribution of the private sector to meeting housing need.

Outcomes being improved for local residents

Target Completion – April 2009

| CORPORATE ACTIONS | Target Completion Date | Milestone | Lead Officer | Partner Organisation Involved | Resources | Monitoring Status and comments |
|---|--------------------------------------|------------------|---------------------|--------------------------------------|---|--|
| | | | | | | |
| STRATEGIC HOUSING ACTIONS | Target Completion Date | Milestone | Lead Officer | Partner Organisation Involved | Resources | Monitoring Status and comments |
| R3.1 Review and Revise HMO policy and take report to Exec Cab | Report Jan 2009 | | KSF, LE | | Private Sector Housing Team. | |
| R3.2 Develop and disseminate questionnaire to known HMO's, RSIs, Letting Agents, Charities | April 2008 | | LE | | Private Sector Housing Team. Existing printing and stationary budget. | Formulated questionnaire and sent out. |
| R3.3 Update existing HMO database with information received back from questionnaires. | June 2008 | | LE | | Private Sector Housing Team. | |
| R3.4 Develop a risk register of HMO properties to prioritise action | Risk Register completed in July 2008 | | KSL, LE | | Private Sector Housing Team. | |

| | | | | | | |
|---|------------|--|------------------------|--|------------------------------|---|
| R3.5 Commence re-circulation of questionnaire and commence annual review of HMO register | March 2009 | | LE | | Private Sector Housing Team. | |
| R3.6 Review and agree specification for housing condition survey update (county) approach | June 08 | | KSF, LE | | Private Sector Housing Team. | Completed |
| R3.7 BDC to become proactive in attendance of Private Sector Housing Officer Group | Ongoing | Attendance at every meeting | KSF, LE | | Private Sector Team Leader, | Now attending meetings. |
| R3.8 Researching good practice from other local authorities private sector housing teams | August 08 | | KSF, LE | | Private Sector Housing Team. | |
| R3.9 Housing Strategy Mid Term Review Consultation Event | Nov 08 | | Strategic Housing Team | CAB BDHT Baseline Supporting People | Private Sector Housing Team. | |
| R3.10 Collate Information from consultation and research | Dec 08 | | KSF, LE | | Strategic Housing Team | |
| R3.11 First draft of Private Sector Housing Strategy | Dec 08 | | KSF | | Private Sector Housing Team. | |
| R3.12 Second Consultation of Private Sector Housing Strategy | Jan 09 | | Strategic Housing Team | CAB BDHT Baseline Supporting People | Private Sector Housing Team. | |
| R3.13 Completion of Private Sector Housing Strategy | Feb 09 | Completion of Countywide condition survey. | KSF | | Private Sector Housing Team | Dependent upon delivery of Countywide condition survey. |
| R3.14 Cabinet Approval for Private Sector Housing Strategy | March 09 | Completion of Countywide condition survey. | KSF, AC | | Private Sector Housing team | Dependent upon delivery of Countywide condition survey. |
| R3.15 Develop a model of stock condition information that can be updated and used to measure the impact /outcomes of actions | April 09 | Discuss at PSHOG ways to develop a formula of stock falling out of standard. | KSF | | Private Sector Housing team. | |

KEY RECOMMENDATION R4

MAXIMISE THE DELIVERY OF AFFORDABLE HOUSING BY:

Ensuring that sufficient staff resources are in place to prioritise the development of strategic planning documents linked to delivery of affordable housing;

Assessing the skills and capacity within the strategic housing and planning teams to ensure that they are equipped to maximise opportunities for delivery following the outcome of the review of the Regional Spatial Strategy, particularly in relation to negotiation skills;

Formalising arrangements for contact and liaison with developers and partners; and

Formalise joint working arrangements between the strategic housing and planning teams to more proactively consider and address required flexibility within pipeline schemes.

Proposed Outcome -

- Effective guidance, skills, tools and practices are in place to support delivery of new affordable housing.

Outcomes being improved for local residents

Target Completion – September 2008

| CORPORATE ACTIONS | Target Completion Date | Milestone | Lead Officer | Partner Organisation Involved | Resources | Monitoring Status and comments |
|--|---|---|---|--------------------------------------|------------------|---------------------------------------|
| STRATEGIC PLANNING ACTIONS | Target Completion Date | Milestone | Lead Officer | Partner Organisation Involved | Resources | Monitoring Status and comments |
| R4.1 Head of Planning & Environment to undertake a review of Department to ensure operational efficiency and ability to deliver cost effective services. | April 09 | Report to CMT Sept 08 Cabinet approval Oct 09 | DH | None | Existing | |
| R4.2 HOS and Managers to ensure sufficient skills exist to carry out negotiations with regard to major planning applications, including affordable housing schemes. | Annually with 6 month review in accordance with Council Policy. | Undertake personal Development Reviews identifying and setting out individual training needs. | Head of Planning & Environment. Area Planning Managers. Strategic Planning Manager. Strategic Housing Manager. | None | Existing | |
| R4.3 Arrange monthly meetings of strategic housing and planning officers to discuss strategic housing/planning issues to promote | Sept 08 | Monthly meeting to be set on same day as RSL | AC / MD | None | Existing | |

| | | | | | | |
|--|-------------------------------|--------------------------------------|---------------------|--------------------------------------|---|---------------------------------------|
| affordable housing | | Principle Preferred partner meetings | | | | |
| R4.4 Within the developing SPD for affordable housing ensure that clear officer contacts are included and procedure for developers to instigate scheme development and pre planning enquiries and meetings. | Dec 08 | | MD | | Strategic Housing and Planning Officers time. | |
| STRATEGIC HOUSING ACTIONS | Target Completion Date | Milestone | Lead Officer | Partner Organisation Involved | Resources | Monitoring Status and comments |
| R4.5 Specific scheme development meetings to be formalised and minuted | June 08 | | JB | | | Now operational. |

KEY RECOMMENDATION R5 –

IMPROVING VALUE FOR MONEY BY:

Ensuring that spending performance against allocated capital budgets for grants is more closely monitored and maximised and that reporting arrangements allow for prompt action to mitigate any under spends;

Developing baseline cost, performance, and satisfaction analysis to determine value for money of the strategic housing service and any services provided under agreement, subject to regular review;

Assessing the effectiveness of internal and external funding and investment in the service, and the impact of different resource streams, to inform a strategy for maximising the impact of future funding; and

Implementing arrangements to ensure that the impact of investment in learning, training and development is assessed and meets stated objectives.

Proposed Outcome -

- Resources are maximised; and
- Improved information on which to base decisions and planned improvements.

Outcomes being improved for local residents

Target Completion – April 2009



| CORPORATE ACTIONS | Target Completion Date | Milestone | Lead Officer | Partner Organisation Involved | Resources | Monitoring Status and comments |
|--|-------------------------------|--|---------------------|--|--------------------|---------------------------------------|
| R5.1 Capital programme group established to monitor on quarterly basis performance against budget. Monthly capital monitoring reports prepared for | May 08 | To undertake meetings on a quarterly basis | JLP, TB | Discussions to be held with relevant partners in relation to payment profile | Financial services | |

| | | | | | | |
|---|-------------|--|--------------|---|--|---|
| consideration of budget holders. Designated accountant for Housing to address financial management with team | | | | | | |
| R5.2 To compare costs associated with the provision of the strategic housing service to costs from neighbouring district Councils. | Dec 08 | To establish baseline costs of service provision | AC, JLP | Discussions with neighbouring service providers for cost comparison | Strategic Housing, Financial Services | |
| R5.3 To undertake customer survey to determine levels of satisfaction with the service (including externally provided services) | Mar 09 | To undertake survey | AC | | | |
| R5.4 Undertake full review of projects implemented to ensure maximum impact of investment in delivery of service to the customers | March 09 | To undertake review of funding streams | JLP,AC | | | |
| STRATEGIC HOUSING ACTIONS | | | | | | |
| R5.5 Monthly reports upon spend against DFG and Disabled Facility Grant budget to be made available to SH Manager, for onward reporting to Departmental Management Team and CMT. | August 2008 | | KSF | | Private Sector Housing Team | Now Operational |
| R5.6 Strategic Housing/Planning Team Group and RSL Principal Preferred Partnership group to consider best use of LA social housing grant/joint commissioning to maximise leveraging in external funding. | June 2008 | | AC / DH / PS | BDHT West Mercia Housing Group County Council Estates | Strategic Housing Team Portfolio Holders for Planning and Strategic Housing BDHT and W Mercia. | Completed and reviewed on monthly basis through SH Preferred RSL Partner Group. |
| R5.7 Maximise continued gov't funding for homelessness, Supporting People, DFGs and private sector renewal by supporting the collation of data to back up needs in order to maximise contributions through LAA | Ongoing | | AC/ PS / AG | SHMA DC and RSL partners | Existing plus SHMA Partnership Group. | |



ACTIONS REMAINING FROM PREVIOUS HOUSING INSPECTION REPORT THAT REQUIRE ONGOING MONITORING.

Target Completion – March 2009.

| CORPORATE ACTIONS | Target Completion Date | Milestone | Lead Officer | Partner Organisation Involved | Resources | Monitoring Status and comments |
|---|--|--|---------------------|--|----------------------|--|
| STRATEGIC HOUSING ACTIONS | Target Completion Date | Milestone | Lead Officer | Partner Organisation Involved | Resources | Monitoring Status and comments |
| AR1. HUB to record diversity of customers | Inclusive Equalities Scheme includes commitments to monitor service delivery on ethnic origin and disability but not for the other four strands. | Corporate data collation in respect of Diversity and effective monitoring of same. | Fiona Scott | All Heads of Service and their departments | Equalities Assistant | Homelessness Advice now being monitored for ethnic access by CAB. Hub only provides information required by back Office service departments – no Equality and Diversity data is currently being collected. Implementation of service delivery equality monitoring is a long term plan. The scheme is under review and will be updated to take account |

| | | | | | | |
|--|---|--|-----------|--|---------------------------------|---|
| | | | | | | <p>of changes that have taken place since scheme first published. i.e. to cover Race, Gender, age and disability.</p>  <p>Amber</p> |
| <p>AR2. Receive and analyse diversity breakdown (quarterly) of customers accessing strategic housing services through: BDHT, CAB, WEEAC, NWC&RA</p> | <p>Oct 06</p> | <p>Meetings with partner agencies to agree reporting format.</p> | <p>AG</p> | <p>OT's BDHT CAB NWC&RA WEEAC Basement</p> | <p>Existing staff</p> | <p>Now being provided by CAB Re Housing Advice and homelessness prevention services and BDHT on Waiting List and lettings.</p>  <p>Amber</p> |
| <p>R6.1 Complete consultation and implementation of a Supplementary Planning Document on Affordable Housing to enable members to become more actively involved.</p> | <p>Feb 07</p> <p>Revised to July 2008</p> <p>Re-Scheduled to October 2008</p> | | <p>DH</p> | <p>Strategic Planning Team</p> | <p>Staff recruitment issues</p> | <p>"The publication of the Affordable Housing and Managing Housing policies has been put on hold due to the phased revision of the Regional Spatial Strategy (RSS). The current RSS review will allocate district targets for housing provision between 2001 - 2026, The Regional Planning Board submitted the allocations for the West Midlands in December 2007. Bromsgrove District Council has been allocated 2100 dwellings for the period (680 of which have already got planning permission). The original timetable for</p> |

| | | | | | | |
|--|--|--|--|--|--|--|
| | | | | | | <p>the publication of the RSS has been substantially delayed by central government requesting further work to be done and thus extending the consultation period which is now expected to end in December 2008 with an Examination in public likely in the spring of 2009.</p> <p>The Core Strategy and Affordable Housing SPD preferred options will be published in October 2008</p> <p>Upon finalisation of the allocation the Strategic Planning section will adopt new strategies to deliver the required amount of housing with a substantial element of new Affordable housing."</p> <p>The Housing Strategy Steering Group is developing affordable housing standards in preparation for development of AH SPD.</p> <p>Strategic Housing Manager chairs County Enabling Group – Holding special meeting on 30th October to agree countywide AH elements</p> |
|--|--|--|--|--|--|--|

| | | | | | | |
|--|--------------|--|----|----------|----------------|---|
| | | | | | | for SPD.  Red |
| AR4. Enhance the RSL property database and monitoring of nomination rights and negotiate higher levels where possible. | October 2006 | Improved feedback information through the HIP information gathering process. | AG | All RSLs | Existing Staff | Ongoing and awaiting further input from partner RSL's following request at Liaison meeting on 7 th November. Nominations being reviewed as part of preparation for CBL implementation. 07 HIP process is assisting in updating info. Again raised with RSL's at Liaison Mtg 6 th Sept 07 – Template being agreed for quarterly monitoring.  Amber |

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BROMSGROVE DISTRICT COUNCIL

30 JULY 2008

CABINET

IMPROVEMENT PLAN EXCEPTION REPORT [MAY 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 May 2008 (Appendix 1).
- 1.2 The Cabinet are also asked to consider retrospectively the 2007-08 Improvement Plan in light of the fact that the final exception report is due next month, ahead of the introduction of the new Improvement Plan for 2008-09. The 2007-08 plan is attached as Appendix 2.

2. RECOMMENDATION

- 2.1 That Cabinet Group 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 106 actions highlighted for May within the plan 81.1 percent of the Improvement Plan is on target [green], 3.8 percent is one month behind [amber] and 7.55 percent is over one month behind [red]. 7.55 percent of actions have been rescheduled [or suspended] with approval.
- 2.3 That Cabinet notes the progress made against all the actions scheduled in the 2007-08 Improvement Plan.
- 2.4 That Cabinet identifies any urgent work against outstanding actions that should be taken to ensure the 2007-08 Improvement Plan is completed satisfactorily ahead of the introduction of the new Improvement Plan 2008-09

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 MAY 2008

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

| April 2008 | | | May 2008 | | |
|---------------------|-----------|--------------|---------------------|-----------|--------------|
| RED | 3 | 2.7% | RED | 8 | 7.55% |
| AMBER | 11 | 9.9% | AMBER | 4 | 3.8% |
| GREEN | 92 | 82.9% | GREEN | 86 | 81.1% |
| REPROGRAMMED | 5 | 4.5% | REPROGRAMMED | 8 | 7.55% |

Where: -

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

4.2 Out of the total of 106 actions for the month, 8 actions have been suspended. This amounts to 7.55 percent of the original actions scheduled for this month. These actions are: Three Charter Marks x 2 (5.2.4); Brand Recognition (5.4.5) Maintain Greenbelt (10.1.6); Revisit Planning Moratorium (10.4.3); Improved Financial Management by Budget Holders (12.1.3); Develop and Use Middle Managers (19.5.5); 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 | 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 & Democratic Services | Yes |
| Head of Organisational Development & HR | Yes |

| | |
|----------------------------|----|
| Corporate Procurement Team | No |
|----------------------------|----|

14. WARDS AFFECTED

14.1 All wards

15. APPENDICES

15.1 Appendix 1 Improvement Plan Exception Report May 2008

15.2 Appendix 2 Improvement Plan 2007-08

16. BACKGROUND PAPERS:

16.1 The full Improvement Plan for May will be e-mailed to all Members of the Leader's Group and can be found at www.bromsgrove.gov.uk under meetings Minutes and Agendas where there is a direct link to the Improvement Plan.

CONTACT OFFICER

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

| CP3: Housing | | | | | | | | | | | | | | | | | |
|---------------------|---|--------|---|------|------|------|------|------|------|------|------|------|-----|------|-------------------|--|--------------|
| Ref | May 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 | | |
| 3.2 | Modernised Strategic Housing Service | | | | | | | | | | | | | | | | |
| 3.2.4 | Implement contractor procurement framework for Disabled Facilities Grants | AC | | | | | | | | | | | | | | Work progressing slowly. Timescale extended until June due to delays caused by neighbouring authorities delay in development of schedule of works. | |

| CP4: Customer Service | | | | | | | | | | | | | | | | | |
|------------------------------|--|--------|---|------|------|------|------|------|------|------|------|------|-----|------|-------------------|--|--------------|
| Ref | May 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 | | |
| 4.3 | Annual Satisfaction of Equalities Forum | | | | | | | | | | | | | | | | |
| 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. | |

| CP4: Customer Service | | | | | | | | | | | | | | | | | | |
|------------------------------|---|--------|---|------|------|------|------|------|------|------|------|------|-----|------|-------------------|-----|--|--------------|
| Ref | May 2008 Action | Colour | Corrective Action | | | | | | | | | | | | | Who | Original Date | Revised Date |
| 4.3.6 | Feed back, analyse and improve in accordance with survey findings | | This will be delayed until the survey results have been analysed (see above). | | | | | | | | | | | | | CF | May-08 | Jul-08 |
| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action | | | |
| 4.3 | Annual Satisfaction of Equalities Forum | | | | | | | | | | | | | | | | | |
| 4.3.6 | Feed back analyse and improve in accordance with survey findings | CF | | | | | | | | | | | | | | | Survey questionnaires prepared and agenda item placed for the forum meeting in June. | |

| CP7: Community Influence | | | | | | | | | | | | | | | | | | |
|---------------------------------|--|--------|--|------|------|------|------|------|------|------|------|------|-----|------|-------------------|-----|--|--------------|
| Ref | May 2008 Action | Colour | Corrective Action | | | | | | | | | | | | | Who | Original Date | Revised Date |
| 7.1.5 | Deliver plan. | | Consultation further delayed, as uncertain on how to roll out operationally. | | | | | | | | | | | | | HB | April-08 | TBC |
| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action | | | |
| 7.1 | Area Committee pilots (probable expansion of two) | | | | | | | | | | | | | | | | | |
| 7.1.5 | Deliver plan. | HB | | | | | | | | | | | | | | | Consultation further delayed, as uncertain on how to roll out operationally. | |

| CP7: Community Influence | | | | | | | | | | | | | | | | | |
|---------------------------------|--|------|--------|-------|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------------------|---------------|---|
| Ref | May 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 | | |
| 7.2.1 | Continue with regular programme of meetings. | | Orange | | The Council has experienced problems with the Police providing dates of the meetings, which has meant three were recently missed. | | | | | | | | | | GR | May-08 | June-08 |
| 7.2 | PACT meetings | | | | | | | | | | | | | | | | |
| 7.2.1 | Continue with regular programme of meetings. | GR | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Orange | Grey | Corrective action has been taken. June 08 onwards meetings should operate normally. |

| FP1: Value for Money | | | | | | | | | | | | | | | | | |
|----------------------|---|------|--------|------|--|------|------|------|------|------|------|------|-----|------|-------------------|---------------|--|
| Ref | May 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') | | | | The monitoring of the services provided by external agencies (e.g. Payroll – Redditch, Leisure – Wychavon Leisure Trust) is not due to commence until July – August. A robust framework of monitoring cashable efficiencies realised by the changes services will commence following transfer. | | | | | | | | | | JP | Dec-07 | July-08 |
| 11.1 | Realisation of cashable savings by alternative methods of service delivery | | | | | | | | | | | | | | | | |
| 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 |

| FP1: Value for Money | | | | | | | | | | | | | | | | | |
|----------------------|--|--------|---|------|------|------|------|------|------|------|------|------|-----|------|-------------------|--|--------------|
| Ref | May 2008 Action | Colour | Corrective Action | | | | | | | | | | | | Who | Original Date | Revised Date |
| 11.1.4 | Discuss with provider option to market test combined service delivery | | Due to delays in transfer the service cannot be market tested. See above. | | | | | | | | | | | | JP | May-07 | TBC |
| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action | | |
| 11.1 | Realisation of cashable savings by alternative methods of service delivery | | | | | | | | | | | | | | | | |
| 11.1.4 | Discuss with provider option to market test combined service delivery | JP | | | | | | | | | | | | | | Will be delayed until after transfer takes place in July/ August 08. There continues to be other service provision and contracts subject to market testing including graphics design and development of banking and insurance contracts. | |

| HR&OD2: Modernisation | | | | | | | | | | | | | | | | | |
|----------------------------------|---|--------|--|------|------|------|------|------|------|------|------|------|-----|------|-------------------|---|--------------|
| Ref | May 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 | | |
| 20.2.4 | Terms and Conditions Negotiations (including Pay Protection). | | Ongoing discussions with Unison holding up completion of ballot. Chief Executive and Head of HR and OD have met with the Regional Officer to stress importance of progress towards implementation. | | | | | | | | | | | | JP | Feb-08 | Sept-08 |
| 20.2 | Single Status | | | | | | | | | | | | | | | | |
| 20.2.4 | Terms and Conditions Negotiations (including Pay Protection). | JP | | | | | | | | | | | | | | A further revised timetable for implementation is now planned, aiming for Cabinet decision on 3rd September, and implementation on 15 th September 2008. | |

| HR&OD2: Modernisation | | | | | | | | | | | | | | | | | |
|-----------------------|-----------------|------|--------|------|--|------|------|------|------|------|------|------|-----|------|-------------------|---|-----------------------------|
| Ref | May 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 | | |
| 20.2.6 | Ballot of staff | | | | The ballot has opened for GMB, UCATT and non managerial staff, but Unison National are not willing to proceed with a ballot at this time. The absence of a positive ballot result compromises the potential to implement through a Collective Agreement. | | | | | | | | | | JP | Jan-08 | TBC (i.e. Unison ballot) |
| 20.2 | Single Status | | | | | | | | | | | | | | | | |
| 20.2.6 | Ballot of staff | JP | | | | | | | | | | | | | | A further revised timetable for implementation is now planned, aiming for Cabinet decision on 3rd September, and implementation on 15 th September 2008. | |

| HR&OD2: Modernisation | | | | | | | | | | | | | | | | | |
|-----------------------|----------------------|--------|--|------|------|------|------|------|------|------|------|------|-----|------|-------------------|--|--------------|
| Ref | May 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 | Sept-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 September 08. | |



| HR&OD2: Modernisation | | | | | | | | | | | | | | | | | |
|-----------------------|--|--------|--|------|------|------|------|------|------|------|------|------|-----|------|-------------------|---|--------------|
| Ref | May 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 was further delayed due to the unforeseen 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. | Management Development Strategy | | | | | | | | | | | | | | | | |
| 20.4.3 | Evaluate Manager Induction | JP/HP | | | | | | | | | | | | | | The approach for induction for new managers will be included in the report to CMT on the T&D Strategy in July 08. | |

| HR&OD4: Learning and Development | | | | | | | | | | | | | | | | | | |
|----------------------------------|---|--------|---|------|------|------|------|------|------|------|------|------|-----|------|-------------------|--|--------------|---------|
| Ref | May 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. | | Report was delayed due to unforeseen absence of Learning and OD Manager, who is now back at work. | | | | | | | | | | | | | HP | Apr-08 | July-08 |
| 22.4 | Review Productive Time | | | | | | | | | | | | | | | | | |
| 22.4.1 | Review corporate training programme each quarter. | HP | █ | | | █ | | | █ | | | █ | █ | █ | █ | Report on the T&D strategy was delayed due to unforeseen absence of Learning and OD Manager. Will now be ready in July 2008. | | |





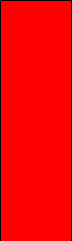
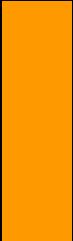
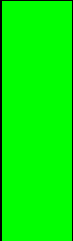
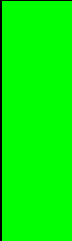
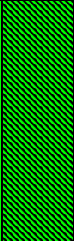
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Improvement Plan: May 2008

2007/08 Agreed Version (with Improvement Director's Changes)

| Priority CP1: Town Centre | | | | | |
|---------------------------|--|---|---------------|------|---|
| 1 | Expected Outcome | Regeneration of Bromsgrove Town Centre | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 1.1 | Public support for plans | Area Action plan (Issues and Options) Developed | 31 March 08 | PS | Project manager and Marketing manager 2007/2008 Budget |
| 1.2 | Work Commenced | Public and Trader Consultation | 31December 07 | PS | Recruitment Consultants 2007/08 Budget. |
| Progress Update | | | | | |
| 1.1 | Due to the need for additional consultation on the preparation of the Issues and Options report the issues and options consultation has been delayed until early July. | | | |  |
| 1.2 | Further work requested on issues and options report. The second draft has now been completed and is being circulated to Town Centre Steering Group and Local Development Framework working group | | | |  |

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| Ref. | Action | Lead | | | | | | | | | | | | | Corrective Action |
|-------|---|--------|---|---|---|--|---|---|---|------|------|------|-----|---|-------------------|
| | | | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | |
| 1.1. | Public Support for Plans | | | | | | | | | | | | | | |
| 1.1.1 | Engage consultants to commence work on AAP | PS |  |  |  | | | | | | | | | Urban Practitioners / CBRE consultants have commenced work. | |
| 1.1.2 | Commence process of identifying development partner | PS /PM | |  |  |  |  |  |  | | | | | Contact has been made with retailer about taking forward the development of the market hall site. After some delay the retailer has committed themselves to producing an assessment of the site by 30 th June. If the retailer does not state they want to pursue the leasing of the site, BDC will have to market the | |

Improvement Plan: May 2008 2007/08 Agreed Version (with Improvement Director's Changes)

| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|------------|---|------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| | | | | | | | | | | | | | | | market hall site through the OJEU procurement process beginning with a Pre qualification questionnaire (PQQ). |
| 1.1.3 | Recruit expertise to support project management | PS | | | | | | | | | | | | | Completed. Project manager appointed on 10 th March and commenced work in April. |
| 1.1.4 | Arrange meetings of town centre project group | PS | | | | | | | | | | | | | Town centre steering group next meeting organised for early June. |
| 1.1.5 | Set up officer project team | PS | | | | | | | | | | | | | Team set up. |
| 1.2 | Work Commenced | | | | | | | | | | | | | | |
| 1.2.1 | Undertake baseline study. | PS | | | | | | | | | | | | | Baseline study completed in September. |
| 1.2.2 | Consultation with community. | PS | | | | | | | | | | | | | Work took place in January in the formulation of questions for the issues and options stage of the Area Action Plan. These meetings sought the views of the community on which issues ought to go forward for wider community consultation. |
| 1.2.3 | Prepare issues and options document. | PS | | | | | | | | | | | | | Second draft now been prepared and ready for use from early July. |

**Improvement Plan: May 2008
2007/08 Agreed Version (with Improvement Director's Changes)**

| Priority: CP2 Longbridge | | | | | |
|---------------------------------|--|--|-------------------|-------------|----------------------------------|
| 2 | Expected Outcome | Creation of Employment Opportunities, Housing and Community facilities. | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 2.1 | 10,000 Jobs created [over a ten year period] | Agreement of Bromsgrove District Council Area Action Plan | 31 May 2007 | PS | Approved Budget Planning Team |
| 2.2 | 500 to 700 Houses (35% to be affordable). | Agreement of Bromsgrove District Council Area Action Plan | 31 May 2007 | PS | Approved Budget Planning Team |
| 2.3 | Community Facilities providing a sense of community for new residents. | Agreement of Area Action Plans by both authorities. | 31 March 2007 | PS | Approved Budget Planning Team |
| Progress Update | | | | | |
| 2.1 | <p>The plan has been prepared in conjunction with Birmingham City Council and as such, the ability to meet the targets identified below is not entirely in the control of Bromsgrove District Council.</p> <p>The Area Action Plan for Longbridge was submitted to the Secretary of State for Communities and Local Government on 28th March 2008. A six week consultation period began on that date. A further period of public consultation was undertaken as some respondent submitted site allocations representations, it is a requirement of the regulation that we also consult on these. The pre-examination meeting has been scheduled for the 4th August with the Examination in public likely to take place in early October.</p> | | | | |
| 2.2 | See above. | | | | |
| 2.3 | See above. | | | | |






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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------------------------------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| 2.1, 2.2, 2.3, | Creation of Employment Mixed Housing Community Facilities | | | | | | | | | | | | | | |
| 2.1 | Respond to Preferred options document | PS | | | | | | | | | | | | | Completed. |
| 2.2 | Submit Final Plan | PS | | | | | | | | | | | | | The final Area Action Plan was submitted on 28 th March. |
| 2.3 | Public Consultation on submission Plan | PS | | | | | | | | | | | | | A period of public consultation commenced on 28 th March for six weeks. A further period of consultation is underway. |
| 2.4 | Pre Examination Meeting | PS | | | | | | | | | | | | | The Pre Examination meeting has been scheduled for the 5 th August 2008 |
| 2.5 | Examination of Final Plan | PS | | | | | | | | | | | | | Reprogramme to 08/09 |
| 2.6 | Receipt of Binding report | PS | | | | | | | | | | | | | Reprogramme to 08/09 |

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| Priority CP3: Housing | | | | | |
|------------------------------|--|--|-------------------|-------------|--|
| No. | Expected Outcome | Delivery of affordable housing target [240 units] | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 3.1 | Deliver 80 units of affordable housing. 240 total in three years | Support applications for affordable housing on Areas of Development Restraint. | 2007-2008 | AC/ DH | Planning Team Facilities Management Group Asset Management Strategy |
| 3.2 | Modernised Strategic Housing Service 2 star with promising prospects for Improvement | Quarterly review of Strategic Housing Plan. | 31 December 2007 | AC/ DH | Strategic Housing Team |
| Progress Update | | | | | |
| 3.1 | Dwellings currently under construction / on site as at 07.12.07 = 103 dwellings. Dwellings due for completion within this financial year now projected to be = 60 dwellings due to slippage on Catshill scheme. 42 additional affordable dwellings delivered since April 07 (as at Dec 07) including 15 Rural Houses on Exception Sites. A total of 46 units of affordable housing was delivered between April 07-March 08. 19 affordable dwellings delivered since April 1 st 2008 with potential for delivery of 181 by March 31 st 09. | | | |    |
| 3.2 | 88.5% of actions completed from Inspection Action Plan as at June 2007. 'Additional Actions' action plan developed at Strategic Housing Away Day. Self-assessment for re-inspection completed and submitted by December 21 st deadline. Arrangements for timetable of inspection in hand. Government target for 50% reduction in use of temporary accommodation has been achieved 2 years ahead of schedule. Audit Commission reinspection of Strategic Housing awarded the services a Fair one star grading with 'Promising prospects For improvement'. New action plan to address recommendations from re-inspection and to monitor completion of actions remaining incomplete from previous inspection has been formulated and awaits approval of Executive Cabinet in July. | | | | |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------|---|------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| | | | | | | | | | | | | | | | |
| 3.1. | Deliver 80 units of affordable housing a year | | | | | | | | | | | | | | |
| 3.1.1 | Complete RSL Preferred Partner selection and achieve sign up to partnership agreement. | AC | | | | | | | | | | | | | <ul style="list-style-type: none"> Completed selection process Partnership agreements issued and awaiting sign up by RSLs. New Principal preferred Partner meetings taking place monthly and wider partnership meetings being held quarterly. |
| 3.1.2 | Develop draft Affordable Housing Guidance for developers and RSLs in advance of LDF process. | AC | | | | | | | | | | | | | <ul style="list-style-type: none"> Strategic Housing Strategy Steering Group is developing draft guidance. Meeting took place with neighbouring districts on 13th Nov to discuss possible areas of uniformity in approach. Draft Framework now completed but awaiting RSS Review and Housing Market Assessment to take delivery of SPD forward. |
| 3.1.3 | Support & encourage appropriate RSL bids to the Housing Corporation for the 2008 – 2011 allocation round. | AC | | | | | | | | | | | | | <ul style="list-style-type: none"> Support and encouragement ongoing. Current value of bids accepted in Hsg Corp Forward Allocation Pool = £3,087,496 (69 dwellings) Additional bids worked up for submission in Nov = £16,511,843 (361 dwellings). £6.3m of bids (158 dwellings) submitted to Hsg Corp for first round of 2008 – 11 funding – Bid support forms submitted by Strat Hsg Manager who also visited Hsg Corp |

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| Ref. | Action | Lead | | | | | | | | | | | | | Corrective Action | |
|-------------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|-------------------|---|
| | | | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | | |
| | | | | | | | | | | | | | | | | to support proposals. <ul style="list-style-type: none"> £3.2m bids (76 properties) accepted and approved by Housing Corp from first round. |
| 3.1.4 | Support and progress implementation of Hostel De-Commissioning Strategy with BDHT through completion of sale of Wythall hostel site. | AC | | | | | | | | | | | | | | <ul style="list-style-type: none"> Revised Heads of Terms agreed with BDHT. Planning applications submitted for Sidemoor and Rubery Hostels. Approved. Buy backs in progress 10 achieved at April 08. Service unable to proceed with the purchase of Wythall site, BDHT currently working to take over the scheme. |
| 3.1.5 | Fund and support Year 2 update of the SHMA Sub Regional Housing Market Assessment. | AC | | | | | | | | | | | | | | <ul style="list-style-type: none"> Budgeted for and in progress. Gypsy and Traveller Needs Assessment also in progress. Funding secured and available Update and G&T Survey fully funded and awaiting final invoice. |
| 3.2. | Modernised Strategic Housing Service | | | | | | | | | | | | | | | |
| 3.2.1 | Hold a Strategic Housing 'Ongoing Improvement' Team Away Day to identify further improvement actions. | AC | | | | | | | | | | | | | | <ul style="list-style-type: none"> Event took place on 21st June 2007. Housing Strategy updated. Action plan developed. 43.59% of 5 yr Strategy Actions completed 18 months into period. Team had an away day 25th April 2008 considering the draft audit commission inspection report and collated actions to be taken forward from recommendations given |

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| Ref. | Action | Lead | | | | | | | | | | | | | Corrective Action | |
|-------|---|------|------|------|------|------|------|------|------|------|------|------|-----|------|-------------------|---|
| | | | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | | |
| 3.2.2 | Complete full year schedule of customer satisfaction surveys. | AC | | | | | | | | | | | | | | <ul style="list-style-type: none"> Schedule developed. Survey on New Rd and Villiers Road development completed and printed. Homelessness 'End of Duty' and 'Housing Options' Customer Survey both carried out. New Housing Developments Customer Survey analysed and results printed. Houndsfield Lane Caravan Site questionnaire completed Step Up Private Tenancy Questionnaires carried out for tenant and landlord |
| 3.2.3 | Complete Equality and Diversity Impact Assessments scheduled for 07 / 08. | AC | | | | | | | | | | | | | | <ul style="list-style-type: none"> Schedule developed. Assessments continuing. Empty Homes Initiative Impact Assessment randomly selected by Equality and Diversity Forum Impact Assessment Working Group for scrutiny. |
| 3.2.4 | Implement contractor procurement framework for DFGs | AC | | | | | | | | | | | | | | <ul style="list-style-type: none"> First meeting held with Procurement Officer. Schedule of works being developed. Delayed due to negotiation with neighbouring authorities and development of spec – but progressing slowly. Extended Feb-June. Specification now agreed and pre contract questionnaire being formulated for advertisement in June/July |

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| Ref. | Action | Lead | | | | | | | | | | | | | Corrective Action | |
|-------|---|------|------|------|------|------|------|------|------|------|------|------|-----|------|-------------------|---|
| | | | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | | |
| 3.2.5 | Achieve a minimum of 3 Strategic Housing 'Raising Awareness' Roadshow events. | AC | | | | | | | | | | | | | | <ul style="list-style-type: none"> • Strategic Housing Roadshow at Romsley PC took place on 9th July. • Bentley Paucefoot took place on 12th September. • Developing proposals for Lickey & Blackwell (Nov) and another BDC Members event in Dec. • Positive feedback from Bentley roadshow received and PC now engaging on Rural Housing Needs survey. • March event delayed at request of parish council, however two local meetings with PC's completed in lieu. RHE now working with Bentley PC to develop Housing Needs Survey. |
| 3.2.6 | Implementation of Sub Regional Choice Based Lettings Scheme. | AC | | | | | | | | | | | | | | <ul style="list-style-type: none"> • CBL has been put back to go live 7th Oct 08 due to configuration of the system taking longer than anticipated. |

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| Priority CP4: Customer Service | | | | | |
|---------------------------------------|--|--|--|-------------|--|
| 4. | Expected Outcome | Increase in overall customer satisfaction with the Council | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 4.1 | 2010 Best Value survey to assess Customer Satisfaction with the Council. | The Annual Customer Panel Survey. Delivery of Customer Standards. Improvements to performance indicators that drive customer perception. | Contract let 31 December 2007 Development of Corporate Indicators set. | HB | Approved Budget Service Business Plans Service Business Plans linked to Budget process |
| 4.2 | Customer Satisfaction with the Customer Service centre | The Annual Customer Panel Survey. Quarterly Telephone survey A5 Feed back sheets Improvements to performance indicators that drive customer perception. | Contract let Every quarter 2007-2010 Every quarter 2007-2010 01 April 2007 and review each year | HB | Approved Budget Customer Service centre Staff Service Business plans linked to Budget process. |
| 4.3 | Annual Satisfaction survey of the equalities forum. | Quarterly feedback from Equalities Forum [minutes to CMT] | 31 March 2008 and each subsequent year. | CF/HB | Equalities Assistant Capacity Building Funding |
| Progress Update | | | | | |

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| Priority CP4: Customer Service | | | | | |
|--------------------------------|---|--|------------|------|-----------|
| 4. | Expected Outcome | Increase in overall customer satisfaction with the Council | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 4.1 | Customer standards are being worked on as part of business planning process. Customer Peer Review completed and Customer First Corporate Group established. Draft customer standards were reported to CMT on 06 November, have gone onto Leader's Group and have now been approved by Cabinet (December) as planned – with one new standard. The proposed set includes a lot more customer measures. Standards are now live. The Corporate indicator set went to March Cabinet as part of the Council Plan and were agreed. | | | | |
| 4.2 | Contract negotiations for the Customer Panel contract extension have now been completed. The Quality of Life Survey results have now been reported to CMT and Members. The next survey is in draft and will now be sent to the contractor for sending out to residents. Questions for the quarterly telephone survey have been prepared and a survey was carried out in September 07. The results were collated and discussed at the Customer Services Working Group. Customer Service Centre performance indicators have been reviewed as part of the business planning process in September 07. Changes to PIs have been approved at Leaders Group. Any proposed improvements requiring budget allocation will go forward as a budget bid as part of the Business Planning process and will be based on a costed business case. | | | | |
| 4.3 | Equalities and Diversity Forum meets regularly with a member of the community presiding as Chairman. Chief Executive attends each meeting and now has a regular item on the agenda to give corporate update and feed back on previous items raised by the Forum. Over 2007/8 capacity training will be given to the members of the Forum to develop their role as critical friends. Stand specific groups are now looking at the Inclusive Equalities Scheme more critically. There is now an easy read version of the Disability Equality Scheme. Impact Assessment Training was successfully delivered to the Forum Members in November and January with the first critical analysis assessment date in May. The Forum is undertaking a pilot scheme whereby the Council emails issues upon which it requires feedback and consultation. The annual event is scheduled for 12 th April 2008. Elected Members and Heads of Service have already undertaken to support this event, which is promising to be well attended. | | | | |



| Ref. | Action | Lead | | | | | | | | | | | | | Corrective Action |
|-------|--------------------------------------|------|------|------|------|------|------|------|------|------|------|------|-----|------|------------------------------|
| | | | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | |
| 4.1. | Overall Customer satisfaction | | | | | | | | | | | | | | |
| 4.1.1 | Agree customer survey | HB | | | | | | | | | | | | | Completed and with supplier. |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|------------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| 4.1.2 | Undertake survey | HB | | | | | | | | | | | | | Questions agreed and now with supplier. |
| 4.1.3 | Report survey | HB | | | | | | | | | | | | | Survey reported to CMT and Members. |
| 4.1.4 | Review customer standards in business plans | HB | | | | | | | | | | | | | Standards reviewed by Customer First Officer in preparation for report to CMT and Cabinet. |
| 4.1.5 | Agree published set with CMT and Cabinet. | HB | | | | | | | | | | | | | Reported in November and agreed. |
| 4.1.6 | Develop posters for internal display. | HB | | | | | | | | | | | | | Posters produced. |
| 4.1.7 | Launch with press and Internet. | HB | | | | | | | | | | | | | Successfully launched on 31 st Jan 2008. |
| 4.1.8 | Review corporate indicators for customer focus. | HB | | | | | | | | | | | | | Work on the indicators is underway. HOS developing targets for new NI set. |
| 4.1.9 | Agree new set with Cabinet. | HB | | | | | | | | | | | | | Went to Cabinet in March. |
| 4.1.10 | Publish in Council Plan along with Customer Standards. | HB | | | | | | | | | | | | | Published to deadline. |
| 4.1.11 | Customer Service Peer Review and Update of Customer First Strategy. | KD | | | | | | | | | | | | | Agreed by Cabinet in February. |
| 4.1.12 | Establish Corporate Customer First Project Team and quarterly meetings thereafter. | KD | | | | | | | | | | | | | Meetings take place monthly. Focussing on key irritants at CSC with customer clinics held. Customer manual completed. Customer access strategy developed in draft form. Group also looking to address the change in culture needed to fully embrace customer first. |
| 4.2 | Customer Satisfaction with Customer Service Centre | | | | | | | | | | | | | | |
| 4.2.1 | Draw up suitable | DP | | | | | | | | | | | | | Questions developed. Telephone |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|------------|--|----------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| | questions and conduct telephone survey | | | | | | | | | | | | | | surveys conducted on an on-going basis. |
| 4.2.2 | Review feedback to improve service delivery | DP | | | | | | | | | | | | | On-going process. Feedback to be provided at the Customer First Board. |
| 4.2.3 | Draw up suitable questions and establish timetable for using feedback sheets | DP | | | | | | | | | | | | | Questions developed. |
| 4.2.4 | Review feedback to improve service delivery | DP | | | | | | | | | | | | | Feedback will be reported to the Customer Services Working Group. Actions will be developed by this group. |
| 4.3 | Annual Satisfaction of Equalities Forum | | | | | | | | | | | | | | |
| 4.3.1 | Training Needs Analysis (TNA) of forum members to identify training needs | CF HP | | | | | | | | | | | | | Impact assessment training has now been completed and formal reviews scheduled |
| 4.3.2 | Develop and deliver a training programme for forum members | CF HP | | | | | | | | | | | | | Training delivered to forum members in November. A small sub-group of trained forum members will receive information from the Council for monitoring in electronic format. This will be trialled by the volunteers in quarter 4 of the training programme. |
| 4.3.3 | Introduce impact assessment monitoring and critical challenge role to forum agenda | CF | | | | | | | | | | | | | The first training session was delivered in November another was successfully delivered in January. The first critical assessment session took place in May. |
| 4.3.4 | Develop robust reporting mechanism between forum and management team | CF | | | | | | | | | | | | | Minutes feeding through to Corporate Management Team and Cabinet. |
| 4.3.5 | Prepare and undertake satisfaction survey within | CF | | | | | | | | | | | | | It has been agreed that this will be undertaken as part of the June meeting |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------|--|----------------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| | the Forum | | | | | | | | | | | | | | as the Conference Event was very focussed on workshops and time was not available to undertake the survey work. Survey questionnaires prepared and agenda item placed for the forum meeting in June. |
| 4.3.6 | Feed back analyse and improve in accordance with survey findings | CF | | | | | | | | | | | | | This will be delayed until the survey results have been analysed. |
| 4.3.7 | Engage forum in participatory budgeting and feedback results | CF HB JP | | | | | | | | | | | | | Facilitated participatory budget sessions delivered to Forum. Discussed budget bids & process for reporting / consideration to members. Presentation to E&D forum in December on progress of budget. Forum groups that submitted participatory budget bids attended the Full Council in January where their bids were considered. The Forum will be invited to comment on the success of the process. |


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| CP5: Reputation | | | | | |
|------------------------|--|---|-------------------|-------------|---|
| 5 | Expected Outcome | External Recognition of the Council's Improvements | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 5.1 | Fair CPA rating | Annual Direction of Travel Report by Audit Commission. | 31 March 2009 | HB | Approved budget [£350,000 from Reserves]. |
| 5.2 | Five charter marks | Five teams selected and Action plans developed. | 31 March 2010 | HB | Customer First Officer |
| 5.3 | Positive Media Coverage. | Weekly report to CMT on Press Coverage | On-going | HB | Communications and Customer First manager. |
| | | Percentage of Positive Press Articles and reduction in reactive press releases. | On-going | HB | As above |
| | | Percentage of residents who remember seeing Together Bromsgrove. | On-going | HB | As above |
| | | On-going | On-going | HB | As above |
| | | Percentage of Press coverage that refers to Council's Priorities. | On-going | HB | As above |
| 5.4 | Brand Recognition % of residents who recognise the Council Brand | Brand Action Plan | 2008/09 | | Graphic Designer Post [2008/09 Budget Bid] |
| Progress Update | | | | | |
| 5.1 | CPA report and Improvement Plan both reported to July Cabinet. Monthly monitoring of progress on new plan now being undertaken by PMB and Cabinet. | | | | |

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| CP5: Reputation | | | | | |
|-----------------|---|--|------------|------|---|
| 5 | Expected Outcome | External Recognition of the Council's Improvements | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 5.2 | Investigations completed and decision to pilot Corporate Communications, Policy and Performance Team during 2008/09; however, preparatory work by the CCPP team will have to be delayed as additional corporate savings and pressures mean the team will not be able to start the accreditation process in 2007/08 or 2008/09, as the budget bid is unlikely to succeed. Work suspended. | | | |  |
| 5.3 | Continued positive media coverage with pro-active and planned approach; however, the recent leak of the budget information caused problems for the Team and our reputation is bound to suffer as we take some difficult decisions. | | | | |
| 5.4 | Graphics post not a priority. Instead a framework contract for existing graphics work within Council to be developed to improve value for money. Investigating the external funding of Together Bromsgrove considered a higher priority during July/ August. The work on creating a single graphics contract is underway, but is taking longer than originally predicted as we are looking at a joint procurement exercise with Redditch BC. Graphics supplier now appointed. | | | | |

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| Ref. | Action | Lead | | | | | | | | | | | | | Corrective Action | |
|-------|---|------|------|------|------|------|------|------|------|------|------|------|-----|------|-------------------|--|
| | | | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | | |
| 5.1 | Fair CPA Rating | | | | | | | | | | | | | | | |
| 5.1.1 | Formally report CPA score to Cabinet and PMB. | HB | | | | | | | | | | | | | | Reported to July Cabinet with new Improvement Plan. |
| 5.1.2 | Formally report Improvement Plan to Cabinet. | HB | | | | | | | | | | | | | | Reported to July Cabinet with new Improvement Plan. |
| 5.1.3 | Link Improvement Plan to CPA recommendations. | HB | | | | | | | | | | | | | | Improvement Director and GMB have cross checked the Improvement Plan and made a number of changes, which have been incorporated into this version of the plan. |
| 5.1.4 | Link Improvement Plan to Council Plan. | HB | | | | | | | | | | | | | | See above. |
| 5.1.5 | Review progress against Plan each month. | HB | | | | | | | | | | | | | | New plan into eleventh month of reporting. |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|------------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| 5.1.6 | Update Improvement Plan for 2008/09 | HB | | | | | | | | | | | | | Update will go to July Cabinet as per Forward Plan. |
| 5.2 | Three Charter Marks (originally five, but reduced in number on basis of external advice). | | | | | | | | | | | | | | |
| 5.2.1 | Investigate "experience" of gaining Charter Marks. | HB | | | | | | | | | | | | | Corporate Communications, Policy and Performance Team have met with accreditation body and with Wychavon who have charter marked every team. |
| 5.2.2 | Report to CMT on requirements and teams to go forward for CM. | HB | | | | | | | | | | | | | No reports to CMT, but agreement with CEO that the Corporate Communications, Policy and Performance Team will pilot accreditation in 2008/09 with two more teams going forward in 2009/10. |
| 5.2.3 | Establish working group. | HB | | | | | | | | | | | | | Action suspended. Additional budget savings and pressures have meant the CCPP team have had to reconsider their approach and will be unable to start the formal accreditation process this year. |
| 5.2.4 | Meet every month to drive progress. | HB | | | | | | | | | | | | | Action suspended. |
| 5.2.5 | Progress report to CMT. | HB | | | | | | | | | | | | | Action suspended. |
| 5.3 | Positive Media Coverage | | | | | | | | | | | | | | |
| 5.3.1 | Comms Planner to CMT each week. | HB | | | | | | | | | | | | | Now comes every second week, but communications is a standing item each week. |
| 5.3.2 | Comms stats reported to CMT, PMB, and Cabinet each month. | HB | | | | | | | | | | | | | Included in monthly performance indicator figures, but taken out of corporate set from April. Will now revert to being a DMT measure only. |


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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|------------|---|------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| 5.3.3 | Weekly review meeting with Comms Manager & ACE. | HB | | | | | | | | | | | | | Takes place every Monday at 3pm. |
| 5.3.4 | Customer survey results on reputation. | HB | | | | | | | | | | | | | These were received as part of the first Customer Panel Survey and have been used to provide SMART targets in the updated Communications Strategy. |
| 5.3.5 | Review of Communications Strategy reported to Cabinet with updated action plan. | HB | | | | | | | | | | | | | Reported to CMT in October, Leader's in October and went to Cabinet in November. On target. |
| 5.3.6 | Regular and issue specific press briefings. | HB | | | | | | | | | | | | | Take place as per Communications Planner. |
| 5.4 | Brand Recognition | | | | | | | | | | | | | | |
| 5.4.1 | Framework contract established with single supplier for graphics. | HB | | | | | | | | | | | | | A pilot for funding all of Together Bromsgrove through advertising has been agreed. Given the financial saving from this it was considered a higher priority. Tenders went out on 15 th January 2008. |
| 5.4.2 | Action plan for delivery of style guide implemented. | HB | | | | | | | | | | | | | First meeting of Corporate Communications Group was held in November. The Group will have responsibility for implementation. |
| 5.4.3 | Budget bid for graphics support updated. | HB | | | | | | | | | | | | | Action suspended due to budget pressures. |
| 5.4.4 | Bid approval? | HB | | | | | | | | | | | | | Action suspended. |
| 5.4.5 | Successful recruitment process. | HB | | | | | | | | | | | | | Action suspended. |

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| CP6: Performance | | | | | |
|-------------------------|--|--|-------------------|-------------|--|
| No. | Expected Outcome | Overall basket of PI's Comparable to an Excellent Rated Council | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 6.1 | 75% of PI's above the median | Annual Council Report | 31 March 2009 | HB | CCPP Team |
| 6.2 | Fair CPA rating | Annual Direction of Travel Report by Audit Commission. | 31 March 2009 | HB | Approved budget [£350,000 from Reserves]. |
| 6.3 | Improved Benefits Service to Level 3 Service | Quarterly reports on progress | 31 March 2008 | JP | Additional staff funded through Approved Budget. |
| 6.4 | 3 out of 4 for Performance Management in CPA. | Annual review of business cycle and adoption of best practice. | 31 March 2008 | HB | Corporate Communications, Policy and Performance Team and middle managers. |
| 6.5 | Financial and performance integration | Cycle of agreed integrated reports completed. | 30 June 2008 | HB/JP | Financial Services Department and Corporate Communications, Policy and Performance Team and middle managers. |
| Progress Update | | | | |  |
| 6.1 | Clinics and monthly reporting continuing. Quartile information updated with 2006/07 data. This information used as part of Council Plan Pt 1 report on future strategic direction of Council. The ACE and Senior Corporate Policy and Performance Officer have met with each Head of Service to discuss projected outturn for all performance indicators. . Outturn position is very positive with 60% of indicators being above the median. The longer term target of 75% will no longer apply as BVPIs have been got rid of. | | | | |

Improvement Plan: May 2008 2007/08 Agreed Version (with Improvement Director's Changes)

| CP6: Performance | | | | | |
|-------------------------|---|--|------------|------|-----------|
| No. | Expected Outcome | Overall basket of PI's Comparable to an Excellent Rated Council | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 6.2 | Direction of Travel assessment submitted to Audit Commission. Site visit completed and initial feedback positive. Regular meetings held with ICT to ensure end of year processing has no impact on performance. Now awaiting confirmation of CPA site visit in October. | | | | |
| 6.3 | Improved processing times for new claims and change of circumstances. Significant improvement on processing times. | | | | |
| 6.4 | Business plan templates agreed and completed by HoS. Key deliverables, budget bids and savings reported to CMT. The budget bids and savings went to Leader's Group in October. Business plans now completed apart from couple of minor amendments (and signed off by CEO, Executive Directors and ACE). Review of business cycle delayed due to sickness in CCPP team. Will be reported to 04 March CMT | | | | |
| 6.5 | Head of Financial Services and Assistant Chief Executive continue to meet every month with focus on further integration. | | | | |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| 6.1 | % of PI's above the median | | | | | | | | | | | | | | |
| 6.1.1 | Programme of performance clinics undertaken. | HB | | | | | | | | | | | | | Programme of clinics underway which are proving useful. This has resulted in an improved focus on performance in areas of risk; performance improvement has resulted for some PIs. More clinics held in December. |
| 6.1.2 | Budget bids for priority indicators that require resourcing. | HB | | | | | | | | | | | | | Clear link between priorities and high priority budget bids reported to Leader's Group. |
| 6.1.3 | Monthly reporting of PIs to CMT, Leaders and Cabinet. | HB | | | | | | | | | | | | | Taking place every month. Quartile information updated with 2006/07 data and this information fed into Council Plan Pt 1 report to help deliberations on strategic direction. |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|------------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| 6.1.4 | Annual Report to Full Council. | HB | | | | | | | | | | | | | No actions planned in May. |
| 6.2 | Fair CPA Rating (see also CP5) | | | | | | | | | | | | | | |
| 6.2.1 | Audit Commission Direction of Travel statement in draft. | HB | | | | | | | | | | | | | Direction of Travel submitted to Audit Commission. Inspectors were on site during November. Initial feedback positive. |
| 6.2.2 | Develop communications plan. | HB | | | | | | | | | | | | | Completed and communicated. |
| 6.2.3 | Publish results and implement plan. | HB | | | | | | | | | | | | | Published with press release as well. |
| 6.2.4 | Make appropriate changes to Improvement Plan. | HB | | | | | | | | | | | | | 2008/2009 version will include updates. |
| 6.3 | Improved Benefits Service | | | | | | | | | | | | | | |
| 6.3.1 | Complete formal resource level agreement with CSC | JP | | | | | | | | | | | | | Completed. |
| 6.3.2 | Implement recovery action on overpayments in line with management recommendations | JP | | | | | | | | | | | | | Recovery improved for October – planned management of overpayments. |
| 6.3.3 | Review secure post room operation | JP | | | | | | | | | | | | | Completed. |
| 6.3.4 | Commence monthly review meetings with ICT to develop support timetable for key periods of year | JP | | | | | | | | | | | | | Due to the meetings it has been acknowledged by officers that the Council Tax billing for 2008/09 has been the most successful. |
| 6.3.5 | Achieve targets as set out in Business Plan | JP | | | | | | | | | | | | | Significant improvement in performance indicators – staff working with ICT to maintain system performance. |
| 6.3.6 | Further develop | JP | | | | | | | | | | | | | Pilot with County Council continuing. In |

Improvement Plan: May 2008 2007/08 Agreed Version (with Improvement Director's Changes)

| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|------------|--|-------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| | partnership working with 3 rd Age project | | | | | | | | | | | | | | addition welfare officer to present role to Equalities and Diversity forum in June and to explain the local housing allowance to ensure maximum awareness of support offered. |
| 6.3.7 | Develop mobile working to improve speed of turnaround for collection of information and enhance customer contact and accessibility to community. | JP | | | | | | | | | | | | | Initial investigations undertaken to assess requirements and support from HUB systems. Potential to be addressed as part of the spatial project with mobile working in Planning department. |
| 6.4 | Review Annual Business Cycle (and reinforce business planning cycle) | | | | | | | | | | | | | | |
| 6.4.1 | Undertake review of annual business cycle and reports, with particular focus on CMT, PMB and Cabinet. | BR/HB | | | | | | | | | | | | | Review now completed. |
| 6.4.2 | Build recommendations into published and agreed cycle for 2008/09. | BR/HB | | | | | | | | | | | | | Reported to CMT and Leaders in March. |
| 6.4.3 | CMT/Cabinet approve updated templates and guidance. | HB | | | | | | | | | | | | | Templates approved and completed by Heads of Service. |
| 6.4.4 | ACE, Customer First officer and service accountants to attend each business planning away day. | HB | | | | | | | | | | | | | ACE, service accountants and Customer First officer attended each business plan away day for DMTs. |
| 6.4.5 | CCPP Team to review business plans and team plans. | HB | | | | | | | | | | | | | Reviews now completed. CEO, Executive Directors and ACE met with HoS in mid-January 2008 to finalise detailed business plans. |

Improvement Plan: May 2008 2007/08 Agreed Version (with Improvement Director's Changes)

| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|------------|--|-------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| 6.5 | Ensure Financial and Performance Integration | | | | | | | | | | | | | | |
| 6.5.1 | Monthly meeting between Assistant Chief Executive and Head of Financial Services (to update integrated planner). | JP/HB | | | | | | | | | | | | | Meetings scheduled and taking place each month. |
| 6.5.2 | Reporting of Quarterly Integrated Financial Reports to Members. | JP/HB | | | | | | | | | | | | | December information presented to members in February. |
| 6.5.3 | Quarterly review of performance clinics | JP/HB | | | | | | | | | | | | | New action added in October 2007. |
| 6.5.3 | Council Plan Pt 1 and Pt 2 published with integrated information. | JP/HB | | | | | | | | | | | | | Completed. |
| 6.5.4 | Integrated Council Tax Leaflet published. | JP/HB | | | | | | | | | | | | | Completed. |
| 6.5.5 | Integrated Annual Report (including financial summary) published. | JP/HB | | | | | | | | | | | | | Completed. |
| 6.5.6 | Monthly Integrated reporting to CMT (with pilot in September) | JP/HB | | | | | | | | | | | | | Reports completed by each department. |

**Improvement Plan: May 2008
2007/08 Agreed Version (with Improvement Director's Changes)**

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| CP7: Community Influence | | | | | |
|---------------------------------|---|--|--------------------------------------|-------------|---|
| 7 | Expected Outcome | Better neighbourhoods through improved community engagement | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 7.1 | % Increase in the Publics ability to influence the Council | Area Committee Pilots and evaluation of two current pilot schemes. | 30 September 2007 | HB | Approved Budget. |
| 7.2 | Senior Mgmt Attendance at PACT Meetings | CDRP Tasking meetings | Already In place with annual review. | HB | Members, Senior Officers and the Community Safety team. |
| 7.3 | Neighbourhood Wardens | Review & Revise the service delivery to increase % of time walk the ward. | On-going | JG | Mainstream Funding 2008/09. |
| 7.4 | Percentage increase in the ability of minority groups to influence the Council. | Achieve Local Government Equalities Standard [BV2a] at level 3. Equalities Action Plan | 30September 2007 | CF/HB | Capacity Building Fund. |
| 7.5 | Percentage increase in the ability of Parish Councils to Influence the Council | Feedback at quarterly Parish Forum Meeting Development of Council Guidance on Parish Plans and link to LSP Board. | 30 September 2007 | HB | Corporate Communications Policy and performance Team. |
| Progress Update | | | | | |
| 7.1 | Consultant (funded through Capacity Fund) now employed to undertake evaluation of two pilots; however the consultant has been ill and the project delayed. Provisional agreement to extend pilot to second year. This will be subject to discussion through the budget round. Report received and meeting set up with Leader, Leader of Opposition, CEO and ACE on 05 March, which will focus on agreeing a way forward. Way forward agreed and approved at 30 April 2008. Letter drafted regarding consultation on Hagley and Rural area. Will be sent out by end of May. Draft governance structure also needs to be written. | | | | |

Improvement Plan: May 2008 2007/08 Agreed Version (with Improvement Director's Changes)

| CP7: Community Influence | | | | | |
|--------------------------|---|---|------------|------|-----------|
| 7 | Expected Outcome | Better neighbourhoods through improved community engagement | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 7.2 | Council continues to field senior officers unlike most councils. Attendance provides good non-quantitative check on performance. Attendance to be shared out between CMT officers in future. | | | | |
| 7.3 | The current delivery of the service has been reviewed and a draft report for Cabinet has been produced to expand the service across the District. This area of improvement was subject to the completion of a budget bid as part of this year's budget submissions and business planning cycle. The budget bid was ranked as high within the medium term financial plan and was approved by cabinet on the 9th Jan 08 and full council on the 16 th Jan 08. The new posts have now been advertised and appointed. The performance monitoring of this area has been agreed as part of the corporate/DMT report system and will commence in April 08. This project is now completed. | | | | |
| 7.4 | <p>The E- Sat Equality Standard Assessment Toolkit is being completed in order to determine the progress made towards level 3 and the gap analysis, which will determine the actions within the improvement plan to achieve this goal within timescales.</p> <p>A process for recording the data received identifying the minority groups currently accessing our services is being investigated and this will be fed into Heads of Service and Service Managers through the business planning stages.</p> <p>The Local Labour Market assessment is being used to shape the revision to the Recruitment and Selection processes and the projects required to address the BVPIs in relation to our workforce.</p> <p>The Council's Assets Management Group is undertaking a review of the Scope access audits in conjunction with the finance officers. The group will identify a programme for the delivery of works in line with the capital programme. Priority works at the Council's leisure centres are being discussed as part of a wider project to transfer to trust.</p> <p>A round table workshop took place in January to encourage HOS to think about performance management issues in relation to Equality and Diversity and the evidence base required to achieve level 3. As a result it has been agreed that a performance management tool will be introduced in order to guide HOS through the self assessment process against the Local Government Standard and Level 3</p> | | | | |
| 7.5 | Meeting held with Worcestershire CALC to discuss approach. Draft Cabinet report taken to February's Leader's Meeting. Report not agreed and will not go onto Cabinet. Reported and agreed at early April Cabinet. Will now go out to formal 12 week consultation period. | | | | |



Improvement Plan: May 2008 2007/08 Agreed Version (with Improvement Director's Changes)

| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action | |
|------------|---|--------------|------|------|------|------|------|------|------|------|------|------|-----|------|--|--|
| 7.1 | Area Committee pilots (probable expansion of two) | | | | | | | | | | | | | | | |
| 7.1.1 | Capacity Building evaluation. | HB | | | | | | | | | | | | | Report was received January 08, which has delayed project slightly. | |
| 7.1.2 | Budget bid for further expansion. | HB | | | | | | | | | | | | | Bid submitted. | |
| 7.1.3 | Quarterly overview meeting with CEO, ACE, Leaders | HB | | | | | | | | | | | | | Meeting held on 5 th March. | |
| 7.1.4 | Develop delivery plan for further roll out. | HB | | | | | | | | | | | | | Dependent on outcome of meeting with Leader and Leader of Opposition on 05 March. | |
| 7.1.5 | Deliver plan. | HB | | | | | | | | | | | | | Consultation further delayed, as uncertain on how to roll out operationally. | |
| 7.1.6 | CEO, Improvement Director and ACE to discuss extent of pilots with Leader/Leader of Op. | KD/BR/ HB | | | | | | | | | | | | | Report received – discussed with Leader and Leader of Opposition and way forward agreed. Stakeholder event to be held. Agreed to roll out 3 rd Committee. | |
| 7.2 | PACT Meetings | | | | | | | | | | | | | | | |
| 7.2.1 | Continue with regular programme of meetings. | GR | | | | | | | | | | | | | | Council continues to field senior officers unlike most councils. Attendance provides good non-quantitative check on performance. The Council has experienced problems with the Police providing dates of the meetings, which has meant three were recently missed. Corrective action has been taken. |
| 7.2.2 | Complete annual review of PACT and report to PMB. | GR/HB | | | | | | | | | | | | | Annual review of PACT submitted to Monitoring Board. | |

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| Ref. | Action | Lead | | | | | | | | | | | | | Corrective Action | |
|------------|--|-------|------|------|------|------|------|------|------|------|------|------|-----|------|-------------------|---|
| | | | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | | |
| 7.2.3 | Take corrective actions based on review. | GR/HB | | | | | | | | | | | | | | Reported to PMB. Members feel PACT is working well and no corrective actions were identified. |
| 7.3 | Neighbourhood Wardens | | | | | | | | | | | | | | | |
| 7.3.1 | Review the Current delivery of the Warden service across the district to establish current/future demand. | JG | | | | | | | | | | | | | | Completed and potential revision of the service included in this years budget programme. |
| 7.3.2 | Produce a Committee report to advise on the future improvements/ funding requirements for the service. | JG | | | | | | | | | | | | | | Completed as part of the 08/09 Budget planning round. |
| 7.3.3 | Submit a PID form as part of the 08/09 budget process. | JG | | | | | | | | | | | | | | Completed as part of the 08/09 Budget planning round. |
| 7.3.4 | Agree a set of BVPIs (ASB) & local PI's for the warden service to monitor performance, service delivery and ASB levels with in the District. | JG | | | | | | | | | | | | | | Completed as part of the preparation of the 08/09 business plan and new national indicator set. |
| 7.3.5 | If the Budget submission is successful, advertise the posts, implement the revised service delivery structure and commence Performance monitoring. | JG | | | | | | | | | | | | | | Completed |
| 7.4 | BME Influence | | | | | | | | | | | | | | | |
| 7.4.1 | Set up Disabled users | CF | | | | | | | | | | | | | | Group set up in June 07. |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|--------|---|------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| | group | | | | | | | | | | | | | | |
| 7.4.2 | Set up development workshop for top key managers across the Council to progress self assessment process and link this to the business planning and performance management process | CF | | | | | | | | | | | | | Workshop delivered to CMT on 23 rd October 07. Session focussed on the Local Government Equality Standard level 3, the performance management self-assessment tool, and corporate data capture for the collection and use of intelligence received. |
| 7.4.3. | Deliver Local Labour Market Survey | CF | | | | | | | | | | | | | Report delivered to Management Team in November 07 |
| 7.4.4 | Deliver Training to staff and members in accordance with the Equalities and Diversity training plan | CF | | | | | | | | | | | | | Equalities Officer continues to deliver training programme as detailed in the training directory. Additional training will be required to advise procurement staff meeting scheduled to progress procurement training in May. The Equalities Officer attended the Modern Member Steering Group in December to discuss training needs with Elected Members. Topics and training dates have been agreed. All group leaders agreed to make the sessions mandatory for their groups. Parish Council training was delivered by the Equalities Officer and HOS in April |
| 7.4.5 | Review existing provision and re-draft an up to date Equal Opportunities Policy taking account of the law and the inclusive equalities scheme. | CF | | | | | | | | | | | | | Review is underway and will be delivered within timescales. |
| 7.4.6 | Train officers with responsibilities with the | CF | | | | | | | | | | | | | Will be completed before the end of the financial year and will follow on from |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|------------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| | policy | | | | | | | | | | | | | | policy review. |
| 7.4.7 | Deliver in respect of the Level 3 Equalities Action Plan | CF | | | | | | | | | | | | | All actions completed in accordance with timescales. |
| 7.5 | Parish Council Influence (and Parish Council Charter) | | | | | | | | | | | | | | |
| 7.5.1 | New consultation officer in post. | HB | | | | | | | | | | | | | In post. |
| 7.5.2 | Guidance for "adoption" of Parish Plans developed and approach to Charter. | HB | | | | | | | | | | | | | Draft completed in January. |
| 7.5.3 | Consultation with Leader's Group. | HB | | | | | | | | | | | | | Went to February's Leader's meeting, but agreed that it would not go forward to Cabinet in March. Further discussion required, before it can be re-submitted in March. Re-submitted. |
| 7.5.4 | Consultation with Parish Councils. | HB | | | | | | | | | | | | | Consultation undertaken at Parish Forum, but formal 12 week consultation will now follow. |
| 7.5.5 | Formal adoption by Council. | HB | | | | | | | | | | | | | Currently out to consultation. |

**Improvement Plan: May 2008
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| CP8: Community Events | | | | | |
|------------------------------|--|--|---------------------------------|-------------|--|
| 8. | Expected Outcome | Increased participation and satisfaction with events programme. | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 8.1 | Percentage satisfaction with overall cultural offer [2010 BV Satisfaction Survey] | The Annual Customer Panel Survey 2 % per annum growth in participation rates. | 30 September 2007 | HB | 2008/09 Budget [Possible Budget realigning] |
| 8.2 | Resident's satisfaction with the Artrix. Increased usage figures for the Artrix. | Increase influence on the Artrix Board. | 30 September 2007 | HB | Council funding of Artrix [review agreement] |
| 8.3 | Percentage increase in voluntary sector community events. | Baseline amount of Community Events through numbers of events packs requested. | In house review during 2007/08. | JG | Possible 2008/09 budget bid |
| 8.4 | Percentage satisfaction with overall Historical offer | Increase numbers viewing Bromsgrove Collection. | 31 December 2007 | JG | Culture and Community Services |
| Progress Update | | | | | |
| 8.1 | Customer Panel results have provided feedback on cultural offer and given an indication of customer prioritisation. Revised programme has been created based on budget submissions and delivery work programme commenced to implement changes. Work is now completed and built into the service's ongoing work programmes. | | | | |
| 8.2 | The SLA is now in final draft format and has been reviewed by the legal section in Jan 08. Due to an additional legal review that is required to ensure the SLA reflects the original legal documentation, this work was delayed by one month but the report has been approved Cabinet and is now delegated to officers to finalise arrangements. | | | | |
| 8.3 | Work commenced. The community facilitation pack is in the final stages of production. This work is on track to complete within timescales and will be promoted as from April 08. A review of our facilities, parks & open spaces has been undertaken by the Events Team. Working associated with the revised fees & charges has been completed with the booking system being revised to reflect the Council's new priorities | | | | |
| 8.4 | The transfer of the Trust was not successful and the museum has closed. Work will be undertaken to pursue alternative options to maintain the historical offer. | | | | |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|------------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| 8.1 | Cultural Offer | | | | | | | | | | | | | | |
| 8.1.1 | Review and benchmark cultural offer and capacity to deliver. | JG | | | | | | | | | | | | | On track. Customer Panel Results collated. |
| 8.1.2 | Present report to CMT. | JG | | | | | | | | | | | | | Action suspended in Sept 07 - no longer required to be undertaken as it is covered as part of the business plan & budget round process. |
| 8.1.3 | Put forward budget bid based on CMT discussions. | JG | | | | | | | | | | | | | Completed as part of the 08/09 budget round and service business plan. |
| 8.1.4 | Implement if bid successful. | JG | | | | | | | | | | | | | Completed. |
| 8.2 | Satisfaction with Artrix. | | | | | | | | | | | | | | |
| 8.2.1 | Develop SLA with Artrix. | JG | | | | | | | | | | | | | On track. SLA with Artrix being developed following initial meeting with operations manager and BDC officers. Due to an additional Legal review that is required to ensure the SLA reflects the original legal documentation, a report went to Cabinet on 4 th June 08 where it was agreed and work delegated to officers to finalise arrangements. PMB also noted and endorsed the report. |
| 8.2.2 | Quarterly review of SLA. | JG | | | | | | | | | | | | | Suspend. Due to the delay in implementing the SLA, quarterly monitoring will not now commence until July 08. |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|------------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| 8.3 | Voluntary Sector Community Events | | | | | | | | | | | | | | |
| 8.3.1 | Review C&CS facilities, parks and open spaces to establish a full breakdown of these areas and what there usages could be for future events. | JG | | | | | | | | | | | | | A review has been completed and proposed use for site/open spaces developed. |
| 8.3.2 | Develop a fees & charges structure for the above event locations including concession rates to promote usage and income generation. | JG | | | | | | | | | | | | | Completed and will be promoted when the full pack is developed. Additional work has already commenced in this area with partner organisations for example – MARC Centre Youth festival in Sanders Park. |
| 8.3.3 | Create an events facilitation/guidance pack to enable community groups/organisations to develop capacity, skills and knowledge. Leading to a sustainable community events programme. | JG | | | | | | | | | | | | | Completed |
| 8.3.4 | Promote the above pack via a launch event and implement advice service. | JG | | | | | | | | | | | | | Completed pack launched to pilot groups and will be operational rolled out over the summer period. |
| 8.3.5 | Agree performance monitoring arrangements and commence monitoring process. | JG | | | | | | | | | | | | | No actions planned in May. |
| 8.4 | Historical Offer (establishment of Museum trust) | | | | | | | | | | | | | | |
| 8.4.1 | Prepare transfer report. | PS | | | | | | | | | | | | | Completed. |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------|---|------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| 8.4.2 | Support the establishment of the Trust. | PS | | | | | | | | | | | | | Offer letter sent out to Trust solicitor. |
| 8.4.3 | Undertake transfer of museum. | PS | | | | | | | | | | | | | Transfer of Trust not successful – museum closed. Contact has been made with County Museum Service about options for the future of the museum. Four options being considered with further discussions planned |

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| CP9: Clean District | | | | | |
|----------------------------|---|--|--|--------------------|--|
| 9. | Expected Outcome | Reduced levels of unacceptable detritus. | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 9.1 | Achieve top quartile BV199a-d. | Programmed clean in accordance with Environmental Protection Act Develop team of fast response squad for detritus issues Gradual Increase in Enforcement Activity. | On-going 01 December 2007 Start from 01 April 2008 | MB MB MB | Approved Budget Approved Budget 2008/09 Budget bid |
| 9.2 | Percentage public satisfaction with cleanliness of the District [BV Satisfaction Survey | Annual Customer Panel Survey. Delivery of Customer | Contract Let | HB | Approved Budget |

**Improvement Plan: May 2008
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| CP9: Clean District | | | | | |
|----------------------------|---|---|-------------------|-------------|---|
| 9. | Expected Outcome | Reduced levels of unacceptable detritus. | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| | 2010] | Standards. | 31 December 2007 | MB | Service Business Plans |
| Progress Update | | | | | |
| 9.1 | <p>Current cleaning regime follows principles of zoning as indicated within the Code of Practice resulting in more heavily trafficked areas being cleaned more frequently. Detritus has been identified as the reason for not hitting top quartile performance. Additional budget bids will be considered to increase the number of mechanical sweepers working in the area to combat this. Current cleansing crews are diverted to problem areas to deal with litter. Additional Hit Squad principle being developed. Enforcement options are being discussed with other departments who also have a need to this service. Budget bids for additional resources may be required to achieve this. Discussions with EA, VOSA and Police have established a working group to facilitate covert surveillance of fly tipping and stop and search of suspect vehicles. Integration of cleansing and grounds maintenance services is being developed within the Business Plan and meetings planned to discuss changes with staff. ICT solutions are currently being investigated to assist in the production of service schedules as part of the spatial project. Finance for hit squad agreed recruitment almost complete, commencement within next month. Now Operational BVPI inspections next period for period commenced</p> | | | | <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> |
| 9.2 | See 4.1. | | | | |

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| | Action | Lead | | | | | | | | | | | | | Corrective Action |
|------------|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|-------------|---|
| | | | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | |
| 9.1 | Reduce levels of detritus | | | | | | | | | | | | | | |
| 9.1.1 | Develop schedule cleaning programme for District | MB | | | | | | | | | | | | | A clear modern schedule for the District is being developed. Currently considering ICT solution as part of Spatial project. |
| 9.1.2 | Ensure scheduling of street cleansing and | MB | | | | | | | | | | | | | This approach is being currently built into the service's business plan. |

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| | Action | Lead | | | | | | | | | | | | | Corrective Action | |
|------------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|-------------------|--|
| | | | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | | |
| | grounds maintenance is co-ordinated. | | | | | | | | | | | | | | | |
| 9.1.3 | Monitor Detritus levels through BVPI 199 system on a 4 monthly cycle. | MB | | | | | | | | | | | | | | On-target for this period. |
| 9.1.4 | Ensure full compliment of fully trained and permanently employed staff | MB | | | | | | | | | | | | | | Recruitment complete. |
| 9.1.5 | Develop and Implement enforcement regime. | MB | | | | | | | | | | | | | | Has been flagged as an issue in Council Plan report and has been considered as part of 2008/09 budget. |
| 9.1.6 | Develop fast response team. | MB | | | | | | | | | | | | | | Interim arrangement currently in place, but proper funding required through 2008/09 budget cycle. In Council Plan Pt 1 report. |
| 9.1.7 | Develop litter awareness amongst community through presentation and school visits. | MB | | | | | | | | | | | | | | Good feedback from schools and set to continue. Regular meetings with Town and Parish Councils. |
| 9.2 | Improve Customer Perception of Cleanliness | | | | | | | | | | | | | | | |
| 9.2.1 | Monitor results of survey | MB | | | | | | | | | | | | | | A major issue for the public that will be tracked every year from now on. |
| 9.2.2 | Development of Policy Document | MB | | | | | | | | | | | | | | Completed |
| 9.2.3 | Continue press releases on successes | MB | | | | | | | | | | | | | | On-going. Regular monthly meetings with Press Office and Department. |

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| CP10: Planning | | | | | |
|------------------------|---|---|-------------------|-------------|--|
| 10. | Expected Outcome | Improved Planning Service and balanced development of District | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 10.1 | Maintain 90% of the of the Green Belt | Enforcement Number of Appeals upheld Respond to RSS review | On-going | DH | Strategic Planning Section |
| 10.2 | Speed of Planning Applications | Top Quartile BV109a-c | 31 December 2007 | DH | Loss of Planning delivery Grant [impact on budget?] |
| 10.3 | Rolling Vision of District | LDF | As per timetable | MD | Strategic Planning Section |
| 10.4 | Clear statement of Council's position and room for manoeuvre. | Revisit Planning Moratorium through performance clinic. | 30 September 2007 | DH/BR | Planning and Environment, BDHT and external challenge. |
| Progress Update | | | | | |

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| CP10: Planning | | | | | |
|-----------------------|--|---|-------------------|-------------|---|
| 10. | Expected Outcome | Improved Planning Service and balanced development of District | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 10.1 | <p>The Regional Spatial Strategy (RSS) is proposing housing allocations for Bromsgrove that can be contained within our existing Brownfield sites and Areas of Development Restraint (ADR). However, the RSS is also proposing a level of housing in Redditch that may result in housing being designated cross boundary within Bromsgrove in addition to our own allocation.</p> <p>The Regional Assembly has now formally announced the levels of development for the region, Bromsgrove District has been allocated 2100 dwellings to be completed between 2006-2026, of this allocation around 680 dwellings have already been accounted for. Redditch District has been allocated 6600 dwellings for the same period of which 3300 has to be provided adjacent to Redditch town in either Bromsgrove and or Stratford. Discussions are currently taking place at officer and member level to coordinate where possible a response to these allocations.</p> <p>More recently the GOWM have commissioned more work to look into the possibility of increasing the level of house building across the region, consequently the levels of development the district will be expected to deliver is unclear. Further to this Redditch's designation as a Settlement of Significant Development may increase the levels of growth expected for Redditch, disproportionately to that of other districts within the West Midlands. Due to the complexity of this work and in order for consultees to take it into account when making representations the consultation had been extended to the 30th June.</p> <p>The GOWM initially failed to appoint consultants to carry out this work as the timescales they originally proposed to complete it were unachievable. The GOWM have subsequently amended the brief and now appointed Nathaniel Lichfield Partnership to carryout the work, it is expected it will be completed by October with a further period beyond this for stakeholders to take it into account meaning the consultation period has now been changed so that it ends on the 8th December.</p> <p>Officers have met with the NLP and will continue to be involved throughout the course of the study.</p> <p>Bromsgrove, Redditch and Stratford Councils have met with officers from GOWM and WMRA in order to address the issue of Redditch growth needing to be met in adjoining districts. A further piece of work building on the initial Redditch growth study carried out by White Young Green Consulting is to be commissioned to look in finer detail at the sites around Redditch in order to determine the definitive split in the growth needs for Redditch to be met in the two adjoining districts.</p> | | | |  |

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| CP10: Planning | | | | | |
|-----------------------|--|---|-------------------|-------------|------------------|
| 10. | Expected Outcome | Improved Planning Service and balanced development of District | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 10.2 | <p>Development Control is responsible for determining the applications submitted to the Local Planning Authority in the administrative area of Bromsgrove. The department deals with approx 1400 applications per year and around 50 associated appeals (including those made by written representations, informal hearings and public inquiries)</p> <p>Development Control is supported by a number of other officers including those in the Enforcement Section which investigates alleged breaches of planning and associated consents, a planning technician (currently vacant) which assists in preparation of material for committee, logging of post, support at planning surgery, Registry where applications are logged and decision issued as well as Legal and Democratic Services who advise on Legal interpretation, assist in Appeals and agreements such as Section 106 agreements. As well as determining applications, officers are involved in providing a tri weekly drop in planning surgery facility, provide pre application advice and prepare appeals against decisions made by the Council.</p> <p>Area Planning Managers (APM'S) lead these teams and provide support and guidance to case officers as well as monitoring performance in relation to those targets on a monthly basis.</p> <p>Bromsgrove was designated a Standards Authority for 2007/2008 as a result of poor performance in the major category during the previous year. Following a restructure of the department in 2006/2007 speed of decision making was identified as a key factor that required attention; as a result APMs were designated to deal with the majority of major planning applications. This meant that the most experienced staff are focussed on to this target leaving the Case Officers to deal with the other applications</p> <p><u>Performance for May 2008:</u> <u>Majors</u> 4/5 = 80%. (National Indicator is 60%). One application went over time –his application was reported to Committee but also needed to be referred to the GOWM due to the nature and scale of the development. <u>Minors</u> – 15/17 = 88%. (National Indicator is 65%) Two applications went over time – Blue Cross Animal Sanctuary which required further consideration given the nature of the development and an Anemometer Mast located at Portway which was called to Planning Committee by the Portfolio Holder. <u>Others</u> – 81/84 = 96% (National Indicator is 80%). Three applications went over, one due to late issuing of decision notice, advertising relating to Listed Building and one relating to drainage matters.</p> | | | | |

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| CP10: Planning | | | | | |
|-----------------------|---|---|-------------------|-------------|------------------|
| 10. | Expected Outcome | Improved Planning Service and balanced development of District | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 10.3 | <p>The Local Development Framework (LDF) is the successor to the Bromsgrove District Local Plan. The LDF is a new system of plan making introduced by the Planning and Compulsory Purchase Act 2004, it requires the Local Authority to prepare a suite of policy documents rather than one all encompassing plan. The documents are intended to be specific to the District and as such no two districts LDFs will be the same. Bromsgrove is currently procuring four documents towards its LDF, these being the Core Strategy, Affordable Housing SPD the Longbridge Area Action Plan (AAP), and the Town Centre AAP. Longbridge and the Town Centre are covered in more detail by other sections of this Improvement Plan.</p> <p>The Core Strategy is still the primary focus for the section and work is currently underway advancing it to the preferred option stage. Baseline evidence is still being collected in order to inform a preferred option of the Core Strategy due for publication in the autumn.</p> <p>The Local Development Scheme, which is the project plan for the LDF, has been updated to reflect the most up to date position with regards to the range of documents we will be producing. The revised version was approved by the Local Development Framework Working Party (LDFWP) on 13th December and was submitted to the GOWM and planning inspectorate for approval. Approval has now been granted and the LDS is now adopted, although the uncertainty created by the RSS and the additional work being carried out by the GOWM, may mean the original targets set are unachievable, clarification on this issue will be sought from the GOWM as they arise.</p> <p>Much of the evidence behind the Core Strategy is now beginning to take place with consultants commissioned to undertake a PPG17 assessment of Open Space, Strategic Flood Risk Assessment and Water Cycle Study (joint working with Redditch), an Employment Land Review and a Housing Market Assessment. Work is progressing strategic housing land availability assessment and so far approximately 130 sites for potential new housing have been submitted. Also officers are working with Redditch and Stratford on preparing a community infrastructure levy.</p> <p>The review of the Regional Spatial Strategy (as outlined in section 10.1) has also been a key focus for the section, a report was taken to the LDFWP outlining the implications of the Strategy on the District. The LDFWP recommended that objections to the RSS be submitted in respect of the level of housing allocated to Bromsgrove, and to the level of Redditch related housing and employment growth to be provided within Bromsgrove and/or Stratford in locations adjacent to Redditch town, when alternative more strategically viable sites within the District are available. This objection may have an adverse impact on the development of the Core Strategy. The planning system requires a Core Strategy to be produced in general conformity with national and regional guidance; the views of the LDFWP do not conform with this guidance potentially making progress on core strategy difficult when trying to incorporate the views of the LDFWP alongside established planning policy.</p> | | | | |

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| CP10: Planning | | | | | |
|----------------|--|--|------------|------|-----------|
| 10. | Expected Outcome | Improved Planning Service and balanced development of District | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 10.4 | <p>Clinic took place on the 26th September. BDHT did attend but unfortunately Wychavon who were due to attend had to withdraw at the last minute. The clinic led to the basis of the reply being sent to the Local Development Framework Working Party on the Regional Spatial Strategy, which was endorsed by Bromsgrove Members. That response namely:</p> <p>(a) that Bromsgrove District Council understands the importance in planning policy terms of formally endorsing an option at the Regional Planning Partnership and in particular the current draft option of the RSS phase 2 revision, with the exception of policy T12 which identifies the Longbridge Link road as priority for investment;</p> <p>(b) however, the Council requests the Partnership reflect on two factors where the Council would like further consideration to be given to the impact that will arise before a final decision is made; namely:</p> <p>(i) the planning logic of one authority being able to build in another's area when the receiving authority is constrained from building itself; and</p> <p>(ii) the short and longer term impact on future homelessness costs and solutions of the intended limited new build quotas.</p> <p>That response was reported to the Regional Planning Board on 22/10/07, both in writing and in person but was ignored and the RPB endorsed the strategy and will be submitting it to the Secretary of State in December who will undertake a 12 week consultation starting first week of January 2008. This consultation period has subsequently been altered to take account of the further work as detailed in section 10.1. Further clarification was sought from the GOWM as to the status of the Housing moratorium; officers attended a meeting on 18th of December to seek clarification on the housing moratorium although none was provided. Further clarification on the moratorium was sought at a meeting with the GOWM on the 4th March again no firm guidance was given as to the validity of housing moratoriums.</p> | | | | |

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| Ref. | Action | Lead | | | | | | | | | | | | | Corrective Action |
|-------------|---|-------|------|------|------|------|------|------|------|------|------|------|-----|------|---------------------------|
| | | | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | |
| 10.1 | Maintain Greenbelt | | | | | | | | | | | | | | |
| 10.1.1 | Agree brief for study of RSS2 implications for Redditch housing growth. | DH/MD | | | | | | | | | | | | | Completed May 07 |
| 10.1.2 | Appoint Consultants | DH/MD | | | | | | | | | | | | | Completed May 07 |
| 10.1.3 | Receive study Report | DH/MD | | | | | | | | | | | | | Awaiting results of RSS2. |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------------|---|-------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| 10.1.4 | Submit report to WMRA | DH/MD | | | | | | | | | | | | | Awaiting results of RSS2. |
| 10.1.5 | WMRA preferred options | DH/MD | | | | | | | | | | | | | Suspend due to complications with RSS. |
| 10.1.6 | Examination in Public | DH/MD | | | | | | | | | | | | | Suspend due to complications with RSS. |
| 10.2 | Processing Planning Applications | | | | | | | | | | | | | | |
| 10.2.1 | Monitor on a monthly basis, 109a – c identifying applications, which went overtime. | DH | | | | | | | | | | | | | This identifies individual applications and is a tool to identify trends why applications go out of time. |
| 10.2.2 | Consider if changes in process may address overtime applications. | DH | | | | | | | | | | | | | The department are introducing the UNIFORM system at the beginning of June. It is essential that staff are vigilant with respect to potential errors when using the new system |
| 10.2.3 | Ensure registry understands importance of targets | DH | | | | | | | | | | | | | This remains relevant due to the forthcoming introduction of UNIFORM.. |
| 10.3 | Rolling Vision of the District | | | | | | | | | | | | | | |
| 10.3.1 | Evaluate new issues and options consultation. | MD | | | | | | | | | | | | | Complete |
| 10.3.2 | Prepare Briefs/ appoint technical baseline reports for LDS | MD | | | | | | | | | | | | | Consultants have been employed to prepared detailed baseline evidence to support the core strategy |
| 10.3.3 | Begin preparation of in-house baseline evidence | MD | | | | | | | | | | | | | Strategic Housing Land Availability assessment underway |
| 10.3.4 | Prepare Preferred option Core Strategy | MD | | | | | | | | | | | | | First Draft Core Strategy has been produced |
| 10.3.5 | Consult on Preferred options Core Strategy | MD | | | | | | | | | | | | | Consultation on preferred option to be undertaken in autumn 2008. |
| 10.4 | Revisit Planning Moratorium | | | | | | | | | | | | | | |

Improvement Plan: May 2008 2007/08 Agreed Version (with Improvement Director's Changes)

| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|--------|--|-------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| | | | | | | | | | | | | | | | |
| 10.4.1 | Hold performance clinic on affordable housing with BDHT in attendance and external expertise from OLA. | DH/BR | | | | | | | | | | | | | Clinic took place on the 26th September. Further action is planned involving GOWM |
| 10.4.2 | Report results to CMT. | DH/BR | | | | | | | | | | | | | View reported to Regional Assembly |
| 10.4.3 | Further action depending on results of clinic. | DH/BR | | | | | | | | | | | | | Suspend due to complications with RSS. To be discussed at CMT. |

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| FP1: Value for Money | | | | | |
|------------------------|---|---|---------------|------|---|
| 11 | Expected Outcomes | Delivery of agreed savings. | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 11.1 | Cashable savings as per Medium Term Financial Plan. | Quarterly Updates on VFM Action Plans. | 31 March 2010 | JP | Procurement Manager Additional resource may be required. |
| 11.2 | Fit for purpose management structure. | Savings/new arrangements reflected in Financial Strategy. | 31 March 2009 | JP | CMT and HR&OD Department |
| 11.3 | Alternative Methods of Service Delivery. | Cashable savings and improved services. | 31 March 2010 | JP | Procurement Manager. Additional resource maybe required. |
| Progress Update | | | | | |

Improvement Plan: May 2008 2007/08 Agreed Version (with Improvement Director's Changes)

| FP1: Value for Money | | | | | |
|----------------------|--|-----------------------------|------------|------|-----------|
| 11 | Expected Outcomes | Delivery of agreed savings. | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 11.1 | Regular financial monitoring to ensure delivery of cashable savings during first quarter indicates we are on target to deliver agreed savings. | | | | |
| 11.2 | New Director started in January. | | | | |
| 11.3 | VFM update to CMT in April to identify areas of improvement. Further discussions re the transfer of payroll to Redditch & transfer to Wychavon Leisure of sports facilities. | | | | |

| Ref. | Action | Lead | | | | | | | | | | | | | Corrective Action |
|-------------|---|------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| | | | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | |
| 11.1 | Realisation of cashable savings by alternative methods of service delivery | | | | | | | | | | | | | | |
| 11.1.1 | Focus on areas of savings to be realised in 2007/08 & 2008/09 as detailed in financial plan | JP | | | | | | | | | | | | | Savings target is being delivered through restructures, better use of IT and income generation. |
| 11.1.2 | Action plan in place for transfer / provision of service for other authority /provider | JP | | | | | | | | | | | | | Redditch have purchased BDC's procurement management service. Proposal to transfer payroll from April 08. |
| 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 | | | | | | | | | | | | | The monitoring of the services provided by external agencies (e.g. Payroll – Redditch, Leisure – Wychavon Leisure Trust) is not due to commence until July – August. A robust framework of monitoring cashable efficiencies realised by the changes services will commence following transfer. |
| 11.1.4 | Discuss with provider option to market test combined service delivery | JP | | | | | | | | | | | | | Due to delays in transfer the service cannot be market tested. There continues to be other service provision and contracts subject to market testing |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------------|--|-------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| | | | | | | | | | | | | | | | including graphics design and development of banking and insurance contracts |
| 11.1.5 | Report to members cashable savings realised through integrated finance and performance monitoring report | JP | | | | | | | | | | | | | Cashable efficiencies to be shown separately in the report from April 08. |
| 11.2 | Management Restructure | | | | | | | | | | | | | | |
| 11.2.1 | Develop new structure to meet service delivery of Council | KD | | | | | | | | | | | | | Completed. |
| 11.2.2 | Cost restructure proposals & present to members | KD/JP | | | | | | | | | | | | | Completed. |
| 11.2.3 | Implement revised structure to manage services | KD/JP | | | | | | | | | | | | | New appointee started in January. |
| 11.3 | Improvements in Use of Resources scoring in relation to VFM | | | | | | | | | | | | | | |
| 11.3.1 | Set up departmental working group to address VFM within the Council and to review action plans | JP | | | | | | | | | | | | | Working group of Portfolio Holder, Head of Financial Services and Improvement Director established and meeting with HOS to establish corporate approach to VFM and to produce action plan to be presented to members. |
| 11.3.2 | Analyse statistical information in respect of BDC form Audit Commission for comparison purposes | JP | | | | | | | | | | | | | Report of Analysis prepared for HOFS & ACE. To be presented to CMT for discussion & consideration of approach in Dec. |
| 11.3.3 | Arrange review meetings with HoS to discuss action plans for achievement of | JP | | | | | | | | | | | | | Meetings concluded – report of action plan presented to CMT October & Cabinet November. |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|---------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| | VFM | | | | | | | | | | | | | | |
| 11.3.4 | Evaluate scoring of VFM template with HoS | JP | | | | | | | | | | | | | Business plans reviewed and HOS evaluated against the proposed scores. |
| 11.3.5 | Identify services for detailed benchmarking & undertake cost analysis | JP | | | | | | | | | | | | | Detailed analysis undertaken on audit commission profiles. New accountancy manager commenced work in March 08 to drive this work forward. Report to be prepared & presented to CMT. |
| 11.3.6 | Survey customer need for identified services | JP | | | | | | | | | | | | | Action suspended. Will be incorporated in future Customer Panel survey. |
| 11.3.7 | Obtain information in relation to VFM PIs in use on OLAs to monitor against. Include PIs in relation to achieving improvements in service delivery to diverse community. | JP | | | | | | | | | | | | | VFM PI included as part of basket of new statutory indicators to be reported and monitored monthly to CMT & Members. |
| 11.3.8 | Plan service delivery to achieve savings for 2008/09-2009/10 | JP | | | | | | | | | | | | | Medium term financial plan demonstrates savings achievable to enable service quality to be maintained. |
| 11.3.9 | Report VFM actions to CMT and member group | JP | | | | | | | | | | | | | Action plan presented to Cabinet in November. |
| 11.3.10 | Extend implementation of GPC cards to realise efficiencies in purchasing | JP | | | | | | | | | | | | | GPCs now available for all Heads of Service. Accounts continuing to identify key officers for GPC. |

**Improvement Plan: May 2008
2007/08 Agreed Version (with Improvement Director's Changes)**

| FP2: Financial Management | | | | | |
|----------------------------------|--|---|--------------------|-------------|---|
| 12. | Expected Outcome | Improved Financial Management | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 12.1 | Budget to profile throughout year. | Quarterly reporting of budget to actual to Cabinet. | On-going (monthly) | JP | Service Accountants |
| 12.2 | Improved Cost Centre Management. | Budget to profile throughout the year. Quarterly reporting of Budget to Actual to Cabinet | 2008/09 | JP | Head of Financial Services and Assistant Chief Executive |
| 12.3 | Improved asset management through re-configured property stock that matches Council priorities | Development of Property Register Stock Assessed against corporate priorities. Asset management Plan on Target | 31 March 2008 | CF/JP | Facilities Management Group. |
| 12.4 | Added value from projects undertaken by external audit. | Meet with auditors and agree programme of work and evaluation criteria. | 31 October 2007 | JP | Auditors and limited existing funding. |
| 12.5 | Tough decisions on re-allocation of resources taken on 2008/09 budget. | Significant re-allocation of resources to fund priorities for 2008/09. | 28 February 2008 | KD | Financial Services Department and CCPP Team. Human Resources |

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| FP2: Financial Management | | | | | |
|---------------------------|--|---|--------------------|------|---------------------|
| 12. | Expected Outcome | Improved Financial Management | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 12.1 | Budget to profile throughout year. | Quarterly reporting of budget to actual to Cabinet. | On-going (monthly) | JP | Service Accountants |
| Progress Update | | | | | |
| 12.1 | Integrated reports submitted to PMB and Cabinet to demonstrate link between performance & finances. Work commenced on final accounts 2007/08 including training session to staff to improve awareness. Budget book produced and budget packs produced for budget holders. Quarterly integrated reporting to PMB and Cabinet is occurring each quarter. | | | | □ |
| 12.2 | Monthly financial monitoring being undertaken by officers with service accountants. It is anticipated that due to additional income received from investments there will be a surplus to transfer to balances at year end. | | | | □ |
| 12.3 | All valuations and stock condition surveys planned and delivered in accordance with timescales. Work continues with finance and external provider to ensure asset management system installed and operational before the end of the financial year. | | | | ■ |
| 12.4 | Initial discussions held with Audit Commission to identify areas of high priority within the council for review by AC. | | | | |
| 12.5 | Council Plan Pt 1 report included a clear statement of the Council's financial position and the need for tough decisions. | | | | |

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| Ref. | Action | Lead | | | | | | | | | | | | | Corrective Action | |
|--------|---|------|------|------|------|------|------|------|------|------|------|------|-----|------|------------------------------------|--|
| | | | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | | |
| 12.1 | Improved Financial Management by budget holders (this is 12.1 and 12.2 combined) | | | | | | | | | | | | | | | |
| 12.1.1 | Implementation of the POP project to account for commitments & accruals on the Agresso system | JP | | | | | | | | | | | | | | Roll out plan in place for 2008/09 – focus for May & June final accounts |
| 12.1.2 | Further develop | JP | | | | | | | | | | | | | Reports presented to PMB February. | |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| | integration of financial and performance management reports to Members. | | | | | | | | | | | | | | |
| 12.1.3 | Train all managers to use web access for Agresso reporting | JP | | | | | | | | | | | | | Suspended. Will be included in new Improvement Plan for completion by Dec 08. This was delayed due to the POP project. |
| 12.1.4 | Commence pilot of relaunch of CIPFA FM model to enable diagnostic of areas of weakness to be developed | JP | | | | | | | | | | | | | Suspended. Will be included in new Improvement Plan for completion by October 2008. |
| 12.1.5 | Using diagnostic develop plan for improvements in financial management | JP | | | | | | | | | | | | | HOFS attended workshops with other Worcestershire treasurers to review the support to improving financial management via the CIPFA FM model. Issues addressed whereby areas of concern highlighted and supported by other LAS to ensure improvements identified. |
| 12.1.6 | Report robust action plans to members in relation to financial management (under & overspends) | JP | | | | | | | | | | | | | Integrated reports include action plans to address financial management issues. |
| 12.1.7 | Undertake financial training for all budget holders | JP | | | | | | | | | | | | | Training cancelled due to lack of numbers – HOFS to identify those budget holders who have not attended training this year and to make the session mandatory in new year. |
| 12.3 | Improved Asset Management | | | | | | | | | | | | | | |
| 12.3.1 | Develop complete register of assets | CF | | | | | | | | | | | | | Programme of valuations established. |

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| Ref. | Action | Lead | | | | | | | | | | | | | Corrective Action | |
|--------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|-------------------|--|
| | | | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | | |
| 12.3.2 | Carry out valuations in accordance with timescales | CF | | | | | | | | | | | | | | Valuations carried out in accordance with timescales. Initial discussions with WCC have revealed ways in which Town Centre assets can be registered to assist with the Bromsgrove Partnership proposals. |
| 12.3.3 | Carry out stock condition surveys in accordance with timescales | CF | | | | | | | | | | | | | | Stock condition survey programme established and surveys carried out in accordance with timescales. WCC will check results from the surveys to ensure all works identified are necessary in year 1. Work will be done within the context of the Town Centre Partnership and the review of buildings and service delivery. |
| 12.3.4 | Carry out a suitability assessment in respect of building from which we deliver our services | CF | | | | | | | | | | | | | | This work continues within timescales. Assets Management Group established. All buildings will be evaluated to determine fitness for purpose. The information from stock condition surveys will be used to develop the plan for each building. Some buildings will be included in the Town Centre Review. WCC will undertake works to assist the BDC in obtaining CAD drawings of the buildings within its portfolio. This will enable efficiency calculations to be fed into the assets management process. The drawings are being used to determine the schedule of works in accordance with timescales. The Town Centre redevelopment will determine the most appropriate buildings for service delivery and as |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------------|--|-------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | such, Capital Funds will need to be allocated within this wider context. |
| 12.3.5 | Deliver scope improvements in accordance with BVPI 156 | CF | | | | | | | | | | | | | Works are being managed through the facilities management working group. Funds identified and built into the capital programme. CAD drawings from WCC will enable us to assess suitability of buildings for purpose. |
| 12.4 | Increase Benefit from External Audit | | | | | | | | | | | | | | |
| 12.4.1 | Arrange meeting with external audit. | JP | | | | | | | | | | | | | Outline discussions with KPMG have taken place, but formal meeting in October. |
| 12.4.2 | Agree programme of support. | JP | | | | | | | | | | | | | Having spoken to Audit Commission – more relevant to utilise them as they are new auditors – to be reviewed in Feb. |
| 12.4.3 | Undertake programme. | JP | | | | | | | | | | | | | Council officers are participating in all networking groups and formal support offered by the External Auditors (e.g. final accounts workshops). This will continue during 2008/09. |
| 12.5 | Take Tough Decisions on Budget | | | | | | | | | | | | | | |
| 12.5.1 | Council Plan Pt 1 Submitted to Cabinet and Full Council. | HB | | | | | | | | | | | | | Report submitted to Cabinet and Full Council. |
| 12.5.2 | Agree savings and income generation targets for each department. | HB/JP | | | | | | | | | | | | | Initial budget discussions to identify; key areas of pressures to link with priorities, unavoidable funding pressures, revision of assumptions re grant etc. Split of savings to each department based on the priority of the service. |

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| Ref. | Action | Lead | | | | | | | | | | | | | Corrective Action | |
|--------|--|-------|------|------|------|------|------|------|------|------|------|------|-----|------|-------------------|---|
| | | | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | | |
| 12.5.3 | Consider savings at Leaders Group. | KD | | | | | | | | | | | | | | Completed. |
| 12.5.4 | Feed info. into formal decision-making, process of Council including CT setting. | HB/JP | | | | | | | | | | | | | | Focus groups completed. Tough decisions agreed, Approved at January Full Council meeting. |

FP3 Financial Strategy

| 13. | Expected Outcome | Improved Financial Strategy | | | |
|------|----------------------------------|--------------------------------------|-----------------------------|------|--------------------------------------|
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 13.1 | Percentage return on investment. | Quarterly monitoring | On-going (quarterly report) | JP | Procurement team |
| 13.2 | External Funding | Investigate other Councils approach. | 2008/09 | JP | 2008/2009 Business case if required. |
| 13.3 | Financial Strategy | Clear business model for Council | | | |
| 13.4 | Risk Management | Risks successfully managed | | | |

Progress Update

| | |
|------|--|
| 13.1 | Quarterly reports to Members as part of the integrated financial and performance report. Fund manager's portfolio to be returned to the Council for in-house management in order to boost performance. |
| 13.2 | Benchmarking has indicated that councils similar to Bromsgrove do not employ an officer to undertake this work. It is carried out by each HoS, in particular, the Economic Development function. |
| 13.3 | Financial strategy developed as part of the 2008/09 cycle |

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|-------------|---|
| 13.4 | Robust risk management arrangements now in place. |
|-------------|---|

| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------------|---|------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| 13.1 | ROI | | | | | | | | | | | | | | |
| 13.1.1 | Review effectiveness of Treasury management principles with external fund managers. | JP | | | | | | | | | | | | | TMPs sent to external advisors for support on revising the schedules. |
| 13.1.2 | Calculate risk of maintaining investments with external fund managers v in house team | JP | | | | | | | | | | | | | Element of investments back in-house. Planned programme of returning remainder based on delivery of returns expected. |
| 13.1.3 | Report to members on investment income received as part of quarterly financial and performance monitoring reports | JP | | | | | | | | | | | | | Integrated reports to PMB include report on investments. |
| 13.1.4 | Report to Members on levels of debt and the recovery effectiveness of material income | JP | | | | | | | | | | | | | This area was missed from qtr 2 – was addressed formally at qtr 3 – reported to CMT officers monthly. |
| 13.2 | External Funding | | | | | | | | | | | | | | |
| 13.2.1 | Discuss with financial network the options available for external funding streams | JP | | | | | | | | | | | | | Discussed with district treasurers – with current round of CSR expected to be harsh on LA it seems there are no major avenues for external investment. |
| 13.2.2 | Identify priority areas where external funding could be sought | JP | | | | | | | | | | | | | As above. |
| 13.2.3 | Make bids for funding where appropriate to fund | JP | | | | | | | | | | | | | Detailed budget bids produced as part of the business plans – included in the |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|--------|--|-------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| | priority areas within the Council objectives | | | | | | | | | | | | | | budget pressures and identified as high, medium & low priority. |
| 13.3 | Financial Strategy | | | | | | | | | | | | | | |
| 13.3.1 | Council Plan and financial strategy to be linked by demonstrating funding aligned to priorities of the Council | JP/HB | | | | | | | | | | | | | Council Plan Part 2 being drafted and MTFS subject to Full Council approval. |
| 13.3.2 | Non-priorities to be identified as part of the financial planning process | JP/HB | | | | | | | | | | | | | Savings targeted on those areas of non-priority. Reported to CMT and to December Cabinet. |
| 13.3.3 | Medium term financial plan to include financial implications of joint plans agreed with partners. | JP/HB | | | | | | | | | | | | | Plan addresses areas of procurement and joint working with Redditch. |
| 13.3.4 | Medium term financial plan to be extended to 5 year period | JP/HB | | | | | | | | | | | | | To consider this approach as part of the discussions re the 2009/10 MTFP in July 08. |
| 13.4 | Risk Management | | | | | | | | | | | | | | |
| 13.4.1 | Revised risk implications to be included in all reports to Members | JP | | | | | | | | | | | | | Now taking place in each report. |
| 13.4.2 | Complete all risk registers in revised format | JP | | | | | | | | | | | | | Risks identified against each key deliverable in the business plans. |
| 13.4.3 | Review risk registers at DMT meetings for update and exception reporting | JP | | | | | | | | | | | | | This is taking place. |
| 13.4.4 | Report to Audit Board on exceptions and action plans to address concerns | JP | | | | | | | | | | | | | Audit Board meeting not arranged until June – risk registers to be presented to that meeting |
| 13.4.5 | Risk management | JP | | | | | | | | | | | | | This is taking place. |

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|------|---|------|------|------|------|------|------|------|------|------|------|------|-----|------|-------------------|
| | Training to be delivered to staff and members | | | | | | | | | | | | | | |

FP4: Financial Reporting

| 14. | Expected Outcome | Increase in residents' understanding of Council's finances | | | |
|------|---|--|--|------|---|
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 14.1 | Percentage of residents who understand the choices the Council has to make. | Annual Customer Panel questions Hits on web site Letters received | 31 December 2007 | HB | Financial Services Corporate Communications and Customer First Manager |
| 14.2 | Percentage of residents who remember receiving the Council's Annual Report | Production of a single annual report. Condensed version produced for July Together Bromsgrove. Verbal report to July LSP Stakeholder meeting | 30 June 2007 31 July 2007 31 July 2007 | HB | Financial Services Corporate Communications and Customer First Manager |

| Progress Update | |
|-----------------|---|
| 14.1 | Customer Panel results received from SNAP (satisfaction data from Best Value survey also reported). This data has been used in the Council Plan Pt 1 report and provides data for the Community Strategy consultation. Budget focus groups completed in November. |

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| | | |
|------|--|---|
| 14.2 | Innovative "News of the World" style of report adopted for Together Bromsgrove summary of annual report. No negative feedback from Members, which is a first, and a sign that this is improving. Successful town hall meeting in July with attendance of approximately 100 | <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> |
|------|--|---|

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------------|---|------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| 14.1 | Budget Consultation | | | | | | | | | | | | | | |
| 14.1.1 | Customer Panel results available on Council's priorities. | HB | ■ | ■ | | | | | | | | | | | Information used in Council Plan Pt 1 report, which will go to September CMT, and Cabinet. |
| 14.1.2 | List of budget bids and savings developed. | HB | | | | ■ | | | | | | | | | Completed ready for Focus Groups in November. |
| 14.1.3 | 'Simalto' focus group exercise. | HB | | | | | ■ | ■ | | | | | | | Completed and will be reported to Cabinet in January. |
| 14.1.4 | Community Strategy agreed by Full Council after 8 week consultation period. | HB | | | | | ■ | | | | | | | | Completed and agreed at Full Council. |
| 14.1.5 | Equalities Forum develops budget bids. | HB | | | ■ | ■ | | | | | | | | | Special budget forum planned for 30 October. Completed and budget bids put forward. |
| 14.1.6 | Staff Champion budget bids developed. | HB | | | ■ | ■ | | | | | | | | | Champions met and budget bids agreed and submitted. |
| 14.1.7 | Budget bids developed by Area Committees. | HB | | ■ | ■ | ■ | | | | | | | | | Developed and submitted. |
| 14.1.9 | Feedback to public and partners on consultation. | HB | | | | | | | | | ■ | ■ | | | Completed. |
| 14.2 | Integrated Annual Reports | | | | | | | | | | | | | | |
| 14.2.1 | Publication of "Together Bromsgrove" including | HB | ■ | | | | | | | | | | | | No complaints or negative feedback from Members. |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|--------|---|------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| | Annual Report. | | | | | | | | | | | | | | |
| 14.2.2 | Publication of Annual Report 2006/07 | HB | | | | | | | | | | | | | Published to statutory timetable. |
| 14.2.3 | Quarterly Integrated reported to CMT, Leader's and Cabinet. | HB | | | | | | | | | | | | | This is now happening each quarter and the ACE and Head of Finance meet each month to ensure integration. |
| 14.2.4 | "Town Hall" meeting. | HB | | | | | | | | | | | | | The November meeting was originally put back to January in order that we could update people with some firm proposals on the town centre. January was then considered a bad month to hold the meeting. With the next meeting planned for July, it was agreed to cancel the November one and just go for one meeting a year. |

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| PR1: Customer Process | | | | | |
|-----------------------|--|--|---------------|-------|--|
| 15 | Expected Outcome | Improved Customer Processes | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 15.1 | Percentage of Complaints referred to Ombudsman | Percentage of complaints resolved | 31 March 2007 | HB | Approved Budget E government and Customer Services Department |
| | | Implementation of Customer feedback system | 31 March 2007 | HB/DP | |
| | | Evaluation of system | 31 March 2008 | HB | |
| 15.2 | Reduced demand through | Increased website usage | 31 March 2008 | HB | E –government and |

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| PR1: Customer Process | | | | | |
|------------------------------|---|---|-------------------|-------------|--|
| 15 | Expected Outcome | Improved Customer Processes | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| | improved service. | Increased automated payments Speed of answering customer calls | | | Customer Services Department. |
| 15.3 | Switching of Voicemail (re-programme to 08/09 subject to Cabinet approval). | Development of staff rotas | 31 December 2007 | DP | E government & Customer Services Department; Legal & democratic department |
| Progress Update | | | | | |
| 15.1 | System is now live. | | | | |
| 15.2 | The Customer Services Peer Review (CSPR) report has recommended the development of a Customer Access Strategy to sit alongside the Customer First Strategy. A Customer First Board has been set up to drive forward the recommendations from the CSPR report. The Customer Access Strategy has been completed and combined into the revised Customer First Strategy. | | | | |
| 15.3 | <p>An audit of the Council's website was carried out in June 07 and has highlighted areas of improvement relating to the content and services available. The actions from the audit have been included in website development plans. Promotional material, relating to services offered via the website, will be drafted in conjunction with the Council's Communications Manager.</p> <p>Service delivery issues highlighted in the CSC monthly performance report will reported to the Customer First Board. An action plan will be drawn up and discussed with the relevant departments. Monthly meetings (Customer Service Clinics) have been arranged with back office services to discuss service delivery.</p> | | | | |



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| Ref. | Action | Lead | July | Aug | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------------|---|------|------|-----|------|------|------|------|------|------|------|------|-----|------|--|
| 15.1 | Ombudsman Complaints (Customer Feedback System) | | | | | | | | | | | | | | |
| 15.1.1 | Set up Customer complaints system project team; develop project plan and acceptance criteria. | DP | █ | █ | █ | █ | | | | | | | | | Project plan completed. Acceptance criteria to be agreed by project team. |
| 15.1.2 | Setup pilot implementation | DP | █ | █ | █ | | | | | | | | | | Pilot site agreed. |
| 15.1.3 | Draw up training plan | DP | █ | █ | █ | | | | | | | | | | Training plan agreed. |
| 15.1.4 | Draw up rollout plan and implement | DP | █ | █ | █ | █ | █ | █ | █ | █ | | | | | Completed. System is now live and in use in all departments. |
| 15.1.5 | Conduct system evaluation against business case | DP | | | | | | | | | | █ | █ | █ | Completed |
| 15.2 | Reduced Demand | | | | | | | | | | | | | | |
| 15.2.1 | Develop corporate Customer Access Strategy as part of Customer First Strategy Review | DP | █ | █ | █ | █ | █ | █ | █ | | | | | | Completed. Draft Access Strategy has been incorporated into the revised Customer First Strategy review due to go to Cabinet in February. |
| 15.2.2 | Conduct promotion of website and automated payment systems | DP | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | Agreed actions built into corporate communications plan. |
| 15.2.3 | Arrange monthly meetings with back office services to discuss CSC statistics and service delivery issues. | DP | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | Regular schedule of meetings with areas of concern in place and will be reviewed regularly. These are being co-ordinated through the Customer Service Board as Customer Clinics. |
| 15.3 | Switch Off Voicemail? (Suspended with Cabinet approval). | | | | | | | | | | | | | | |
| 15.3.1 | | | | | | | | | | | | | | | |

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|--------|--------|------|------|-----|------|------|------|------|------|------|------|------|-----|------|-------------------|--|
| | | | July | Aug | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | | |
| 15.3.2 | | | | | | | | | | | | | | | | |
| 15.3.3 | | | | | | | | | | | | | | | | |
| 15.3.4 | | | | | | | | | | | | | | | | |
| 15.3.5 | | | | | | | | | | | | | | | | |
| 15.3.5 | | | | | | | | | | | | | | | | |

PR2: Improved Governance

| 16. | Expected Outcome | Improved Governance | | | |
|------|--|---|--|--------------------|-------------------------------|
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 16.1 | Policy changes as a result of Scrutiny and engagement with scrutiny. | Better Reports | 31 March 2008 | CF | Legal and Democratic Services |
| 16.2 | Member Standards reduction in cases reported | Issuing of Guidance and training based on identified issues | 31 March 2008 | CF | Legal and Democratic Services |
| 16.3 | Percentage of Members who feel that the climate is appropriate. | Annual Member /Officer survey | 30 April 2007 (now post election) | CF | Approved Budget |
| 16.4 | Improved Member capacity | Peer mentoring Top Team day for new Cabinet. Full Council training. | 31 December 2007 31 December 2007 31 July 2007 | CF CF CF | Corporate training budget. |

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| PR2: Improved Governance | | | | | |
|--------------------------|--|---------------------|------------|------|--|
| 16. | Expected Outcome | Improved Governance | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| Progress Update | | | | | |
| 16.1 | The Scrutiny training programme is continuing with training being delivered to the SSB, Cabinet and Task Groups. The County Scrutiny Group has identified a Scrutiny proposal for joint scrutiny and two members of the Bromsgrove SSB have been nominated to sit on this group. Facilitated sessions are being delivered to Scrutiny Task Groups to provide support to new members. A final Code of Conduct training session is being scheduled into quarter 4 of the training programme to ensure that all Members have been trained. | | | | <div style="border: 1px solid red; width: 20px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid orange; width: 20px; height: 20px; margin-bottom: 5px;"></div> <div style="background-color: green; width: 20px; height: 20px;"></div> |
| 16.2 | Standards Committee Training, Licensing Training and Planning training has been delivered to Members and further Code of Conduct sessions are scheduled along with Equality training and Bias and Pre-Determination training. The Standards Committee have considered their new role within the Local Government and Public Involvement in Health Bill in respect of local determination and filtering and as a result will make their recommendations to the Full Council in November. This will then form part of the wider constitution consultation period for conclusion in March | | | | |
| 16.3 | A process has been introduced to ensure co-ordination and communication between the Leader and Chairmen of the Scrutiny Steering Board, Audit Board and Performance Management Board. The role of the Standards Committee has been augmented to include monitoring and reviewing the operation of the Member-Member and Member-Officer Protocols and to provide or arrange for training and/or guidance as necessary. | | | | |
| 16.4 | This was an additional request from the Improvement Director and is slightly behind target. | | | | |

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| Ref. | Action | Lead | | | | | | | | | | | | | Corrective Action |
|-------------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| | | | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | |
| 16.1 | Policy changes resulting from scrutiny | | | | | | | | | | | | | | |
| 16.1.1 | Reduce size of Scrutiny Steering Board to 7 members with specific roles and responsibilities | CF | | | | | | | | | | | | | Completed. |
| 16.1.2 | Deliver training to scrutiny | CF | | | | | | | | | | | | | Training delivered to Scrutiny Steering Board. Work continues with the |

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|-------------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| | steering board | | | | | | | | | | | | | | Countywide scrutiny panel. Topics for Scrutiny have been determined and Members of the Bromsgrove Steering Board attend. A feedback session has been arranged for SSB and Cabinet members on training and development over the last 12 months. |
| 16.1.3 | Deliver overview and scrutiny training to Cabinet members | CF | | | | | | | | | | | | | Training provider identified and programme of training established. Further Cabinet sessions identified for November. Further support is being negotiated to provide the Cabinet with guidance when receiving the Steering Board recommendations. |
| 16.1.4 | Develop process where CMT and Scrutiny Champions can influence the SSB work programme in line with Corporate Objectives and Priorities | CF | | | | | | | | | | | | | Heads of Service have been asked to feed into the Scrutiny Steering Board ideas they have for issues to be considered by SSB. |
| 16.1.5 | Train elected members to sit as SSB Chairman | CF | | | | | | | | | | | | | Scrutiny training programme includes training for Scrutiny Chairman. All Elected Members will be given an opportunity to attend. |
| 16.2 | Member standards | | | | | | | | | | | | | | |
| 16.2.1 | Member Induction Session delivered to all members | CF | | | | | | | | | | | | | Completed. |
| 16.2.2 | Code of conduct/Declaration of Interest/Hat wearing training delivered to all members | CF | | | | | | | | | | | | | Code of conduct training delivered in June and July. Further training sessions scheduled throughout the Municipal Year. Bias predisposition and pre determination training delivered in |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| | | | | | | | | | | | | | | | October and January. Mop up training to be delivered in June |
| 16.2.3 | Structured Member induction Programme with defined rolls and responsibilities developed in accordance with results from TNAs | CF | | | | | | | | | | | | | Member Development Programme identified the need for TNAs to be carried out throughout the second half of the Municipal Year. All Member Training is monitored through the Member Development Steering Group. This now includes all group leaders. |
| 16.2.4 | Adoption of New Code Of Conduct | CF | | | | | | | | | | | | | Code of Conduct adopted on 18 th July 2007. |
| 16.2.5 | Training and support for all members on Full Council Procedure Rules and Protocols | CF | | | | | | | | | | | | | Mock Full Council delivered to Members in July. A further session was scheduled for October. Mock full Council session was delivered in May 08. |
| 16.3 | Improved Member relations | | | | | | | | | | | | | | |
| 16.3.1 | Quarterly meetings between the Chairman of SSB Audit Board and Performance Management Board | CF | | | | | | | | | | | | | The Constitution has been amended to take account of this amended process. Regular meetings are now taking place. A Scrutiny Proposal from Cabinet has been submitted to the SSB. Monitoring Officer and CEO attend. |
| 16.3.2 | Set up protocol for managing the Full Council Meeting | CF | | | | | | | | | | | | | Mock Council training will deliver action points to be addressed in the protocol. |
| 16.3.3 | Member training delivered in accordance with Member Development Programme | CF | | | | | | | | | | | | | Programme identified and managed through the Member Development Steering Group. Mock Full Council delivered in May |
| 16.3.4 | Develop the roll of the Leader of the Opposition | CF | | | | | | | | | | | | | Training provider identified along with individual mentors. Discussions taking place with leader of the opposition to |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------------|--|-------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| | | | | | | | | | | | | | | | determine the most appropriate support. |
| 16.3.5 | Monthly meetings between Group Leaders | KD | | | | | | | | | | | | | Meetings continuing. |
| 16.4 | Improve Member Capacity | | | | | | | | | | | | | | |
| 16.4.1 | Develop and run a training and development programme for Cabinet Members. | CF | | | | | | | | | | | | | First Cabinet workshop took place on 29 th April. Dates and programme agreed for June / July. Programme will focus on roles and responsibilities of portfolio holders using live examples of decisions taken by the Cabinet |
| 16.4.2 | Identify peer mentors for the Leader (and Cabinet Members) and the Leader of the Opposition. | CF | | | | | | | | | | | | | Mentors have been identified. Mentoring commenced in January. Leaders mentor is also delivering Top Team programme in order to tie issues together. Mentor identified for Leader of Opposition – discussions ongoing |
| 16.4.3 | Lead officers identified for each committee. | CF | | | | | | | | | | | | | Officers identified. |
| 16.4.4 | Identify examples of good practice and take Members to OLAs as part of their development. | CF | | | | | | | | | | | | | The Modern Member Steering Group has agreed to engage with the Member Development Charter and initial exploratory work has been undertaken to establish the base line and the work involved. This will be progressed through the MMSG. HOS met with WMLGA to develop a programme for sign up and roll out. |
| 16.4.5 | Top Team development day to strengthen the relationship between new Cabinet and CMT. | CF/JP | | | | | | | | | | | | | Programme has been determined and the first planning session took place in January with a facilitated Cabinet session in March. |
| 16.4.6 | Review roles and responsibilities for Leader, | CF | | | | | | | | | | | | | Although the constitution review will go some way to identifying the existing |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|--------|---|------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| | Leader of Opposition and Cabinet Members. | | | | | | | | | | | | | | roles and responsibilities that whole scale change will not occur until the consequence of the Local Government and Public involvement in Health Act is known. In the meantime the member development steering group will consider the implications of the compulsory training requirements agreed by the Full Council and determine the core compulsory elements that Councillor will require to sit on Boards and Committees |
| 16.4.7 | Revamp Council meetings. | CF | | | | | | | | | | | | | Mock Full Council with external facilitator took place in July. Second mock full council has been postponed whilst officers and members review the acoustics and seating arrangements within the Council Chamber. |

| PR3: Spatial Business Project | | | | | |
|--------------------------------------|---|--|-------------|------|-------------------|
| 17 | Expected Outcome | Accurate and integrated customer data | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 17.1 | Better understanding of the spatial project | Development of communication plan | August 2007 | DP | Approved Budget |
| | | Finalisation of implementation plan | August 2007 | DP | Contract with MDA |
| | | Relaunch of project with members | August 2007 | DP | |

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| PR3: Spatial Business Project | | | | | | |
|--------------------------------------|---|--|---------------------------------|-------------|--------------------------------------|---|
| 17 | Expected Outcome | Accurate and integrated customer data | | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources | |
| | | Relaunch of project with staff Business process mapping to identify areas where efficiencies will be achieved | September 2007 December 2007 | DP DP | | |
| 17.2 | New and better Customer Standards Fewer complaints caused by poor data | Delivery of the Implementation plan | 30 April 2008 | DP | Approved Budget Contract with MDA | |
| Progress Update | | | | | | |
| 17.1 | The Electronic Document Management system will be rolled out corporately as part of the Spatial Project. The project team have drafted a rollout plan for this system. The system is now live in the HR department, E-Government and Customer Services department and Chief Executive's department. Rollout to other departments will continue throughout 08. | | | | | <input type="checkbox"/> |
| 17.2 | The Business Process Mapping exercise has been undertaken as part of the wider Spatial project. The 'as is' documentation has been produced and presented to the Spatial Project Board for approval. To-be documentation has also been presented to the Project Board. Finance have validated the salaries section of the 'to-be' document. Meetings with departments are taking place. Corporate Customer Standards will be developed by the Customer Service Working Group but will be influenced by the delivery of the spatial project. Any change in processes or improvements to data quality will have to be reflected in the Corporate Customer Standards e.g.: turn around times for certain services, number of complaints relating to incorrect data etc. | | | | | <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> |

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| Ref. | Action | Lead | | | | | | | | | | | | | Corrective Action |
|-------------|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|-------------|--------------------------|
| | | | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | |
| 17.1 | Better understanding of the spatial project | | | | | | | | | | | | | | |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| 17.1.1 | Development of communication plan | DP | █ | █ | | | | | | | | | | | On-target. |
| 17.1.2 | Finalisation of implementation plan | DP | █ | █ | █ | █ | █ | | | | | | | | Completed. |
| 17.1.3 | Relaunch of project with members | DP | | █ | █ | █ | | | | | | | | | Completed. |
| 17.1.4 | Relaunch of project with staff | DP | | | █ | █ | | | | | | | | | Completed. |
| 17.1.5 | Review of key deliverables / outcomes with CMT | DP | █ | █ | █ | | | | | | | | | | Project key deliverables were discussed at CMT on the 18 th Sept. |
| 17.1.6 | Business process mapping to identify areas where efficiencies will be achieved | DP | █ | █ | █ | █ | █ | █ | █ | █ | | | | | As-is documentation has been produced and has been discussed with the Head of Finance and the project board. To-be documentation has also been presented to the Project Board. The 'to-be' or desired state documentation has now been signed off by Heads of Service. Process change is now being implemented. |
| 17.2 | Accurate and integrated customer data | | | | | | | | | | | | | | |
| 17.2.1 | Implement Electronic Document Management system | DP | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | On-target with milestones outlined in the project plan. |
| 17.2.2 | Conduct BPM exercise and produce 'as is' statements | DP | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | Completed. |
| 17.2.3 | Develop set of corporate customer standards | DP | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | Corporate Customer Standards have been developed by the Customer First Board but will continue to be influenced |




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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|------|--------|------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | by the delivery of the spatial project. |
















PR4: Improved Partnership Working

| 18 | Expected Outcome | Introduce co- mingled recycling | | | |
|------------------------|--|---|-----------------|------|--|
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 18.1 | £0.5m Annual Saving Reduced number of Operator accidents | New collection starts Jan 2010 | 31 Jan 2010 | MB | Worcester County Council County Council Approved Budget |
| 18.2 | 35 Outcome Measures | Six monthly reporting by Worcestershire LSP | 31 March 2007 | HB | Bromsgrove Partnership |
| 18.3 | % satisfaction with leisure centre offer | Usage numbers. Surveys of users Leisure transfer | 31 October 2007 | JG | Culture and Communities, Human Resources & Organisation Development and external legal support. |
| 18.4 | Better feedback on relations between two organisations from both sides in next CPA. | Regular meetings between senior politicians and officers in both organisations. | On-going. | KD | Senior politician and officer time. |
| Progress Update | | | | | |
| 18.1 | Planning permission for the MRF has been passed and plant due to be completed in 2009. | | | | |

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| PR4: Improved Partnership Working | | | | | |
|-----------------------------------|--|---------------------------------|------------|------|--|
| 18 | Expected Outcome | Introduce co- mingled recycling | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 18.2 | "Glad or Grumpy" consultation campaign for Community Strategy has been well received (with one exception) and has had high response rate. The performance management framework for the LSP will go live in September. | | | |  |
| 18.3 | Usage at Haybridge Sports centre continues to grow following a programme and marketing review, however the Dolphin centre usage figure is now below target due to the closure of the wet side activities due to essential maintenance and phase 2 refurbishment enabling works. The Leisure transfer and Dolphin Centre phase 2 works are moving ahead rapidly with both projects expected to be completed by the 1 st July 2008. The annual user satisfaction survey process is now complete, the out turns have been included in the 08/09 Quest improvement plans and team action plans, with a specific focus on cleanliness and the quality of the facilities provision/appearance. The Dolphin centre phase 2 project has commenced and continues to be delivered although due to design implications it is likely to over run into Nov 08. Due to the delays in the Phase 2 projects deliver, the likely transfer date to the Leisure Trust is now September 08. | | | |   |
| 18.4 | Chief Executive and senior officers attending meetings at County. Good working on Asset Management and Town Centre Regeneration. | | | | |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------------|---|------|---|---|---|--|---|---|---|---|---|---|---|---|---|
| 18.1 | £0.5m annual saving | | | | | | | | | | | | | | |
| 18.1.1 | Attendance at Worcestershire Waste Management Partnership. | MB |  |  |  |  |  |  |  |  |  |  |  |  | Head of Service attends monthly meeting. |
| 18.2 | Delivery of District contribution to LAA targets | | | | | | | | | | | | | | |
| 18.2.1a | Consultation on Bromsgrove Partnership Community Strategy | HB |  |  | | | | | | | | | | | Target for consultation responses exceeded. |
| 18.2.1b | Agreement of Community Strategy by Full Council (and annually thereafter) | HB | | | | |  | | | | | | | | Agreed at Full Council. |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| 18.2.2 | Endorsement of County contribution to Strategy by County Cabinet. | HB | | | | | | | | | | | | | Strategy submitted to County. |
| 18.2.3 | Development of performance framework documents for partnership | HB | | | | | | | | | | | | | Documentation agreed and will go live in September. |
| 18.2.4 | Commence quarterly reporting. | HB | | | | | | | | | | | | | Community Improvement Plan and High Level performance indicators were reported for the first time in September and were reported again in December. |
| 18.2.5 | Community Strategy/LSP Annual Report to Full Council | HB | | | | | | | | | | | | | Submitted and approved. |
| 18.3 | Satisfaction with leisure centre offer | | | | | | | | | | | | | | |
| 18.3.1 | Review and revise the sports centres programmes to met customer requirements and increase usage. | JG | | | | | | | | | | | | | Completed. |
| 18.3.2 | Review and revise the marketing schedules to increase market penetration. | JG | | | | | | | | | | | | | Completed. |
| 18.3.3 | Review the customer consultation systems and implement a revised annual satisfaction survey. To Include reprofiled budgets to meet issues identified following the | JG | | | | | | | | | | | | | Completed, with the outturns built into the centre improvement/ team action plans ready for April 08. |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|--------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| | survey/ongoing feedback. | | | | | | | | | | | | | | |
| 18.3.4 | Submit a committee report for the implementation of a leisure trust for the delivery of the Council's Sports Centres. | JG | | | | | | | | | | | | | Completed. |
| 18.3.5 | Develop the phase 2 proposals for Health & Fitness Provision at the Dolphin centre and complete the works. | JG | | | | | | | | | | | | | A report was taken to cabinet in September and the capital expenditure agreed for the project. A project team has been established, a project manager appointed and we have now issued the first stage of the contract. Due to design implications, this project is likely to overrun into Nov 08. Report will be sent to July cabinet – if successful, contracts will be signed in early July. |
| 18.3.6 | Implement a Leisure Trust for the delivery of the Sports Centres. To include agreed performance monitoring, user satisfaction ratings and maintenance of Quest quality assurance | JG | | | | | | | | | | | | | A report was taken to cabinet and agreed in September 07 and fully costed business case was presented to Members in Jan 08 and approval given in principle to move to a leisure trust organisation. Monthly project board meetings are being held with members of CMT based on the overall project plan. Key areas of work include staff consultation, TUPE transfer, legal documentation and an operating agreement for the delivery of services. Due to the delays in the Phase 2 project delivery, the likely transfer date to the leisure trust is now 1st September 08. |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------------|---|------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| 18.4 | Improved Working Relationship with the County | | | | | | | | | | | | | | |
| 18.4.1 | Chief Exec (BDC) to meet monthly with Chief Exec (WCC) | KD | | | | | | | | | | | | | Regular meetings held – none yet on one to one basis. Invitation extended to WCC CE to meet with North Worcestershire District CE's – meeting scheduled for June. |
| 18.4.2 | Chief Executive to meet regularly with other key staff at WCC | KD | | | | | | | | | | | | | Regular meetings held. |
| 18.4.3 | Identify potential areas for joint work between WCC and BDC | KD | | | | | | | | | | | | | As above. Currently investigating feasibility of shared services for the Worcestershire Hub. Good Partnership working with regard to the Town Centre. |
| 18.4.4 | Pursue areas for additional work between BDC and WCC | KD | | | | | | | | | | | | | As above. Town Centre and Hub main areas of work. Discussions continuing with County to provide Asset Management function. |
| 18.4.5 | Regular and positive attendance by BDC Leader and Chief Executive at meetings involving WCC | KD | | | | | | | | | | | | | BDC Leader and Chief Executive regularly attend meetings with the County. |
| 18.4.6 | BDC officers to attend key events, professional groups with officers from County | KD | | | | | | | | | | | | | Ongoing |
| 18.4.7 | Regular meetings between Leader of WCC and Leader of BDC | KD | | | | | | | | | | | | | Both Leaders attend Hereford and Worcester Leaders and Chief Execs Panel. Leader of County attends Alvechurch Neighbourhood Community Meeting and both are key members of |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|------|--------|------|------|------|------|------|------|------|------|------|------|------|-----|------|-----------------------------|
| | | | | | | | | | | | | | | | Town Centre Steering Group. |

| HR&OD1: Learning and Development | | | | | |
|---|---|---|---|-------|---------------------------------|
| 19 | Expected Outcome | Modern Councillors | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 19.1 | CMT survey of Member Competence Evaluation of Modern Councillor Programme | Completion of Modern Councillor Programme | 31 July 2007 | CF | Member Training Budget Approved |
| 19.2 | Improvements in five Determinants of Job Satisfaction [Employee Survey] | Completion Of Mandatory element of training All Mangers have personal and skills development plans in place. | On Going | HP/JP | All Managers |
| 19.3 | liP re accreditation achieved | liP Action Plan on target | 30 September 2007 | JP/HP | Named individuals in plan |
| 19.4 | Develop "tomorrow's stars!" | Attendance on Herefordshire & Worcestershire Leadership Programme | 11 completed participants by the end of 2008/09 | HP | |
| 19.5 | Increased engagement from middle managers in improvement activity (measured through | Programme of activities to increase engagement. | 30 June 2008 | HB/JP | |

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| HR&OD1: Learning and Development | | | | | |
|----------------------------------|--|--------------------|------------|------|-----------|
| 19 | Expected Outcome | Modern Councillors | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| | employee survey) | | | | |
| Progress Update | | | | | |
| 19.1 | An extensive Member Development Programme is now underway with the full support of the Leader and Leader of the Opposition. See also Legal, Equalities and Democratic Services commentary above for further information. | | | | |
| 19.2 | See 20. | | | | |
| 19.3 | liP full status achieved April 2008. Action plan to be created to attend to assessor's recommendations around development of PDR scheme, leadership group (see 19.4 below), and for ongoing continuous improvement. | | | | |
| 19.4 | 8 managers have completed this programme, a further 3 are on the programme at the moment . The county programme has now ceased, so no other places available. Focus going forward is to make sure the leadership of these managers are utilised in the wider organisation e.g. through business planning, management conferences, for consultations etc. There is a project group meeting for this in July 2008. The training and development plan going forward will also include opportunity for managers to study for qualifications including NVQs and CMI diplomas etc. | | | | |
| 19.5 | Ongoing programme of training, briefings and support for middle managers including annual conference. Conference 2008 will focus on preparation for CPA and has the working title "To Excellence & Beyond!". There is also a programme of coaching for managers being developed at the depot.. | | | | |

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| Ref. | Action | Lead | | | | | | | | | | | | | Corrective Action | |
|-------------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|-------------------|--|
| | | | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | | |
| 19.1 | Member Development | | | | | | | | | | | | | | | |
| 19.1.1 | Training Needs Analysis | CF | | | | | | | | | | | | | | Training needs analysis process has been agreed by the MMSG and will be progressed through MMSG. |
| 19.1.2 | Delivery of Member Development Programme | CF | | | | | | | | | | | | | | The Modern Member Steering Group meet in June to determine the new |

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| Ref. | Action | Lead | | | | | | | | | | | | | Corrective Action | |
|-------------|---|------|------|------|------|------|------|------|------|------|------|------|-----|------|-------------------|--|
| | | | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | | |
| | in accordance with timescales | | | | | | | | | | | | | | | programme for 08/09 and the compulsory elements introduced by Full Council. |
| 19.1.3 | Training aligned with Constitutional Reform | CF | | | | | | | | | | | | | | Issues identified in ethical governance review and built into development programme, in particular, code of conduct training (delivered in June and July). |
| 19.1.4 | Evaluation of Programme through Member Satisfaction Survey and Ethical Standards Review | CF | | | | | | | | | | | | | | This is will be discussed at the Member Development Steering group in June. |
| 19.2 | Management Development Strategy (see 20.) | | | | | | | | | | | | | | | |
| 19.2.1 | | | | | | | | | | | | | | | | |
| 19.2.2 | | | | | | | | | | | | | | | | |
| 19.2.3 | | | | | | | | | | | | | | | | |
| 19.2.4 | | | | | | | | | | | | | | | | |
| 19.2.5 | | | | | | | | | | | | | | | | |
| 19.3 | Investors In People Accreditation (see 20.3 and 20.4) | | | | | | | | | | | | | | | |
| 19.3.1 | | | | | | | | | | | | | | | | |
| 19.3.2 | | | | | | | | | | | | | | | | |
| 19.3.3 | | | | | | | | | | | | | | | | |
| 19.3.4 | | | | | | | | | | | | | | | | |
| 19.3.5 | | | | | | | | | | | | | | | | |
| 19.4 | Develop "Tomorrow's Stars" | | | | | | | | | | | | | | | |
| 19.4.1 | Continue with Worcestershire Leadership Programme | JP | | | | | | | | | | | | | | 8 managers have completed this programme, a further 3 are on the programme now. |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------------|--|-------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| | (WLP) | | | | | | | | | | | | | | |
| 19.4.2 | Continue with "informal managers' network" as part of WLP programme. | JP | | | | | | | | | | | | | Currently meeting with a focus on increasing middle manager engagement through links to the business cycle and mentoring by senior managers. Mentoring is ongoing and proving both successful and valuable. |
| 19.4.3 | Network to work with HR&OD on management conferences and increasing engagement of middle managers. | JP | | | | | | | | | | | | | Linked to 19.5.1 below. Network of "tomorrow's stars" used to inform and participate in Management Conferences. Conferences successfully delivered. All managers targeted with responsibility for answering the question "how can I make a difference?". |
| 19.5 | Develop and Use Middle Managers | | | | | | | | | | | | | | |
| 19.5.1 | Link Middle Managers Forum and Staff Forums to business cycle of Council. | KD/HB | | | | | | | | | | | | | Timing of Management Conference for 08 has been brought forward to allow for thorough preparation for second CPA Inspection in October. Staff forums continuing and middle managers forum to be created. Business cycle updated and links made to Cabinet/CMT away day. Staff Forums now underway. |
| 19.5.2 | CCPP Team to hold performance clinic with each team manager. | HB | | | | | | | | | | | | | These are now taking place. |
| 19.5.3 | CCPP Team to review each team plan. | HB | | | | | | | | | | | | | Completed. |
| 19.5.4 | CCPP and OD to develop performance management | HB | | | | | | | | | | | | | Initial discussions have taken place with WMCOE. Post approved. |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|--------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| | training for managers, working with Middle Managers and identifying internal good practice and requirements. | | | | | | | | | | | | | | |
| 19.5.5 | Training to be delivered. | HB | | | | | | | | | | | | | Suspend. New Improvement Manager concentrating on other priorities. Training will be programmed into new Improvement Plan at an appropriate point. There is already a lot of training place and the meetings with team managers show a strong grasp of the performance agenda. |
| 19.5.6 | Work with Middle Managers on CPA self-assessment update. | HB | | | | | | | | | | | | | Started work on self assessment and will be going to DMTs in June. |

| HR& OD 2: Modernisation | | | | | |
|------------------------------------|--|---|-------------------|-------|---|
| 20 | Expected Outcome | Workforce Planning | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 20.1 | The alignment of People to service objectives. | Service workforce Plans reviewed by HR&OD | 30 September 2007 | JP/LS | Approved Corporate budget Service managers |
| 20.2 | Equal pay for equal work | Proposed new pay structure and terms and conditions developed | 30 April 2008 | JP/LS | Approved single status budget. WMLGA |

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| HR& OD 2: Modernisation | | | | | |
|-------------------------|--|--------------------------------------|---------------|-------|------------------|
| 20 | Expected Outcome | Workforce Planning | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 20.3 | Consistency in people management [Employee survey] | Fewer grievances Fewer complaints | 31 March 2008 | JP/LS | HR&OD Department |
| Progress Update | | | | | |
| 20.1 | Re-programmed to 2008/09. | | | | |
| 20.2 | <p>This project is nearing its end, but union negotiations are protracted and causing delays in the timetable for implementation. Auditing of all evaluations was completed in October 2007. "Sore thumbing" by the Steering Group and all Heads of Service (on a 1-2-1 basis) took place during November and December 2007. A further quality assurance exercise was conducted by CMT in January 2008. All JE point scores were translated into the pay modeller software. A proposed pay structure, along with the detailed implications, was put to CMT for first stage consideration on 18th December 2007. A final pay model has subsequently been agreed by CMT and "in principle" with the unions, subject to an employee ballot. The package is now based upon a model that delivers an implementation date of 1st April 2007 for financial winners, and 1st September 2008 for all others.</p> <p>Heads of Service delivered the results to all staff on Tuesday 26th February 2008. Unison National had raised issues of concern in relation to the evaluation process, which has been addressed through a quality assurance test by an NJC registered consultant. The employee ballot was suspended in light of this position and the proposed implementation date put back. The report of the NJC Consultant was received, and whilst it generated a couple of minor questions (which have since been addressed) it was pleasing that the report raised no major issues of concern in respect of the process that has been followed or the proposed pay model itself. Ballot papers for UCATT, GMB and non union members have been released. Unison have not released their papers yet due to influence of Unison National. Chief Executive and Head of Human Resources and Organisational Development met with Unison Regional Officer to discuss how to satisfactorily progress this retrospective step. Unison solicitors unable to sign off the proposed package until Sue Hastings (architect of the JE Scheme) further analyses the JE results. CMT frustrated but agree to request in order to work towards implementation through a Collective Agreement rather than imposition. Unison have been advised that industrial relations between them and the Council are now starting to deteriorate as a consequence. CMT position is that the 2nd review can proceed, but that the timelines for a report to Cabinet in September must not be compromised any further. Assuming that the ballot generates a majority "yes" vote, a report recommending implementing via a Collective Agreement will now be submitted to Cabinet for consideration on 3rd September 2008.</p> | | | | |



Improvement Plan: May 2008 2007/08 Agreed Version (with Improvement Director's Changes)

| HR& OD 2: Modernisation | | | | | |
|-------------------------|--|--------------------|------------|------|-----------|
| 20 | Expected Outcome | Workforce Planning | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 20.3 | The programme of policy development has been slowed as a result of team capacity issues, but it is intended to pick this up again once Single Status has been implemented. | | | | |
| 20.4 | Survey results used to shape new PDR forms and the training evaluation procedure for use from January 2008. Further work was planned to be undertaken around 'motivation' with a staff focus group in January 2008. In light of the impending JE results/notification and a general feeling of bad timing this session was cancelled. Motivation issues were however captured as part of the Management Conferences, and will also be addressed through the PDR process. | | | | |
| 20.5 | Retrospective evaluation of Q3 training is now complete. Embedding the requirement to carry out pre-briefings and evaluations is taking a while, but is supported by the new monthly performance meeting agendas as part of the PDR scheme. | | | | |

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| Ref. | Action | Lead | | | | | | | | | | | | | Corrective Action |
|-------------|---|------|------|------|------|------|------|------|------|------|------|------|-----|------|-------------------------------------|
| | | | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | |
| 20.1 | Workforce Planning (suspended until Single Status delivered, agreed by Cabinet). | | | | | | | | | | | | | | |
| 20.1.1 | Pre-planning | JP | | | | | | | | | | | | | Re-programme to 08/09. |
| 20.1.2 | Data collection | JP | | | | | | | | | | | | | Re-programme to 08/09. |
| 20.1.3 | Assessment of Current position | JP | | | | | | | | | | | | | Re-programme to 08/09. |
| 20.1.4 | Future needs and scenario planning | JP | | | | | | | | | | | | | Re-programme to 08/09. |
| 20.1.5 | Gap Analysis | JP | | | | | | | | | | | | | Re-programme to 08/09. |
| 20.1.6 | Strategy and Action Plan | JP | | | | | | | | | | | | | Re-programme to 08/09. |
| 20.1.7 | Evaluation | JP | | | | | | | | | | | | | Re-programme to 08/09. |
| 20.2 | Single Status | | | | | | | | | | | | | | |
| 20.2.1 | Undertake and Complete Job Evaluation (JE) programme | JP | | | | | | | | | | | | | Completed for all departments. |
| 20.2.2 | Audit JE outcomes. | JP | | | | | | | | | | | | | Completed in January, including the |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|--------|---|------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| 20.2.3 | Translate into Pay Structure/Pay Modelling. | JP | | | | | | | | | | | | | <p>sore thumbing exercise.</p> <p>CMT considered first proposal on 18th December 2007. Negotiations with the unions over pay model took place on 19th and 20th December 2007 and in early January 08.</p> <p>Complete – subject to implications of quality assurance report of NJC authorised consultant (see further below).</p> |
| 20.2.4 | Terms and Conditions Negotiations (including Pay Protection). | JP | | | | | | | | | | | | | <p>In light of advice contained within the quality assurance report, the “In principles” offers are not felt to be vulnerable to change. All original proposals will therefore stand as planned. Consequence of delay arising from the suspension of the ballot = financial cost of April 08 increments and cost of living pay award to be retrospectively applied. Ongoing discussions with Unison holding up completion of ballot. Chief Executive and Head of HR and OD have met with the Regional Officer to stress importance of progress towards implementation.</p> |
| 20.2.5 | Communicate results. | JP | | | | | | | | | | | | | <p>Results were communicated to staff by respective HOS on 26th February 2008.</p> <p>Senior Management facilitating staff briefing sessions w/c/ 10.03.08 on JE in light of emerging concerns about the process, and associated delay. Briefing</p> |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|--------------|--|--------------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| | | | | | | | | | | | | | | | sessions led by Chief Executive personally. |
| 20.2.6 | Ballot of Staff | Trade Unions | | | | | | | | | | | | | The ballot has opened for GMB, UCATT and non managerial staff. Unison National not willing to proceed with ballot at this time. The absence of a positive ballot result compromises the potential to implement through a Collective Agreement, A further revised timetable for implementation is now planned, aiming for Cabinet decision on 3rd September, and implementation on 15 th September 2008. |
| 20.2.7 | Implement. | JP | | | | | | | | | | | | | The planned implementation date of April 2008 had to be put back pending resolution to the concerns expressed by National Unison, and the associated further quality assurance test. Implementation planned for September 08. |
| 20.3 | Policy Development | | | | | | | | | | | | | | |
| 20.3.1 | Review, develop, consult, train and Implement on all HR policies and procedures as detailed in the People Strategy | JP | | | | | | | | | | | | | Health and Safety policies have been subject to review during this period and updated accordingly. HR policy review programme has slowed down as a result of team capacity (e.g. HR implications of the budget) and case management. This is being picked up again as part of the new Business Planning year and has been specifically targeted in individual PDR's. |
| 20.4. | Management Development Strategy | | | | | | | | | | | | | | |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------------|--|-------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| 20.4.1 | Evaluate PDR Process | JP/HP | █ | █ | █ | █ | | | | | | | | | Completed. |
| 20.4.2 | Evaluate Modern Manager Framework | JP/HP | █ | | | | | | | | | | | | Completed. |
| 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 |
| 20.4.4 | Deliver Management Conferences | JP/HP | | | | █ | | | | | | | | | Completed. |
| 20.5 | Investors In People Accreditation | | | | | | | | | | | | | | |
| 20.5.1 | April 2007 mid term management review | JP/HP | █ | | | | | | | | | | | | Retaining recognition confirmed. The necessary significant improvements required have been delivered. Further 12 months has been confirmed for full re-accreditation. Gap analysis emphasises need to focus on evaluation. Full reaccreditation to take place in April 2008. |
| 20.5.2 | Report and result on mid term review | JP/HP | █ | | | | | | | | | | | | See above. |
| 20.5.3 | Revise Organisational Development Action Plan | JP/HP | █ | | | | | | | | | | | | Completed. |
| 20.5.4 | Implement OD Action Plan April 2007 – April 2008 | JP/HP | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | | | On-target. |
| 20.5.5 | Monitor OD Action Plan at CMT monthly | JP/HP | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | Being reported monthly. |
| 20.5.6 | Final Re-inspection April 2008 | JP/HP | | | | | | | | | | █ | | | IIP inspection took place w/c 7 th April. IIP Inspector recommended reinstatement of full IIP status. IIP |

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| Ref. | Action | Lead | | | | | | | | | | | | | Corrective Action | |
|------|--------|------|------|------|------|------|------|------|------|------|------|------|-----|------|-------------------|--|
| | | | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | | |
| | | | | | | | | | | | | | | | | Quality Board accepted recommendation. |

HR&OD 3: Positive Employee Climate

| 21 | Expected Outcome | Employee Satisfaction. | | | |
|------------------------|--|--|--|--------|---|
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 21.1 | Improvements in five determinants of job satisfaction [Employee Survey] liP report | liP Re accreditation Staff Forums | 31 July 2007 30 April 2007 | JP/ HP | HR&OD |
| 21.2 | Increase in successful recruitment at first attempt Work force more representative of the population Reduced turnover of staff | Increase in applications Increase in applications Percentage of staff who have applied for a job outside the Council in the last year [Employee Survey]. | In place In place 31.March 2008 31.March 2009 | JP/LS | Human Resources and Organisational Development team |
| 21.3 | No industrial action | Climate questionnaire sent to Union Liaison group | On going | JP/LS | Human Resources and Organisational Development team |
| Progress Update | | | | | |

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| HR&OD 3: Positive Employee Climate | | | | | |
|------------------------------------|--|------------------------|------------|------|-----------|
| 21 | Expected Outcome | Employee Satisfaction. | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 21.1 | liP reaccreditation achieved April 2008. Employee survey 2008 will be opened at the end of September 2008 for 4 weeks. Development under way. Draft of survey to CMT in July 2008. | | | | |
| 21.2 | Turnover not a problem at the moment. This will be watched carefully as a result of the outcome of Job Evaluation. Successful completion of recruitment process for Executive Director Services with successful candidate taking up his appointment on 3 rd January 2008. | | | | |
| 21.3 | Meetings with unions taking place as required. Formal terms of reference for constitution agreed. Collectively agreed to move the regular meetings to quarterly, with acceptance that more strategic issues requiring union consultation and input are generally dealt with in special meetings. | | | | |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|--------|------------------------------|-------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| 21.1 | Employee satisfaction | | | | | | | | | | | | | | |
| 21.1.1 | Survey Employees | JP/HP | | | | | | | | | | | | | Undertaken in May 2007. |
| 21.1.2 | Analyse Results | JP/HP | | | | | | | | | | | | | Undertaken in August 2007. |
| 21.1.3 | Report findings | JP/HP | | | | | | | | | | | | | Report issued to CMT. |
| 21.1.4 | Determine Action Plan | JP/HP | | | | | | | | | | | | | Corporate and departmental action plans to be drafted in September. |
| 21.1.5 | Communicate results | JP/HP | | | | | | | | | | | | | Results booklet issued to all employees in September. |
| 21.1.6 | Implement Action Plan | JP | | | | | | | | | | | | | Action Plan implementation delayed by delayed publication of results. Report submitted to CMT in Jan 08. Employee Focus Groups were held in November to look at how to address the issues raised and determine an action plan. Heads of Service to now address |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------------|--|----------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| | | | | | | | | | | | | | | | individual Service specific issues – remedial actions identified in respective Business Plans. |
| 21.1.7 | Undertake 2008/09 Survey | JP | | | | | | | | | | | | | Survey timetable and questionnaire being developed for consideration by CMT in July., |
| 21.2 | Recruitment and Retention (including recruitment of Executive Director) | | | | | | | | | | | | | | |
| 21.2.1 | Monthly analysis of turnover and vacancies | JP/DS/LS | | | | | | | | | | | | | Council's turnover is high enough to meet vacancy factor target in budget and vacancies are not proving problematic in terms of performance. CMT to monitor impact of JE upon turnover and potential effect upon service delivery/performance. Consideration being given to how we can mitigate against this becoming risk area for us. |
| 21.2.2 | Agree new structure with Cabinet and Full Council. | KD | | | | | | | | | | | | | Completed. |
| 21.2.3 | Advertise Executive Director Post | JP | | | | | | | | | | | | | Completed. |
| 21.2.4 | Interview and make decision. | KD | | | | | | | | | | | | | Completed. |
| 21.2.5 | Issue contract | JP | | | | | | | | | | | | | Completed. |
| 21.2.6 | New Executive Director starts. | JP | | | | | | | | | | | | | Completed. |
| 21.3 | Industrial Relations | | | | | | | | | | | | | | |
| 21.3.1 | Monthly Union Liaison Meetings | JP/DS/LS | | | | | | | | | | | | | Meetings are now quarterly. |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|--------|---|------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| 21.3.2 | Seek feedback from trade unions as part of customer survey for HR&OD Department | JP | | | | | | | | | | | | | Re-programmed to later in the year due to new starter in Communications Team. |

HR&OD 4: Learning and Development

| 22 | Expected Outcome | Performance Culture | | | |
|------|---|---|-----------------------------------|-----------|--|
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 22.1 | Percentage of staff who understand what they are contributing to the Councils objectives | 100% of PDRs completed | 30 April 2007 | JP/HB | HR&OD Department and Corporate Communications, Policy and Performance Team |
| 22.2 | Reduction in the number of Industrial tribunals Percentage of staff in Capability Procedure | Percentage of staff in Capability Procedure Requests for advice and support from managers. | On –going 2008/2009 | JP/HB | HR&OD Department and Corporate Communications, Policy and Performance Team |
| 22.3 | Percentage of staff who understand what their team's contribution is to the Councils Objectives | 100% Team action plans completed. | 31 October 2007 31 July 2007 | JP/HB | HR&OD Department and Corporate Communications, Policy and Performance Team |
| 22.4 | Increase Productivity Time | Quarterly review of training programme. Review of staffing structures as part of budget cycle. | Every quarter. 31 October 2007 | JP HoS | HR&OD Department and CMT. |

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| HR&OD 4: Learning and Development | | | | | |
|-----------------------------------|---|---|------------------|------|---|
| 22 | Expected Outcome | Performance Culture | | | |
| Ref. | Measures of Success | Actions Required | Timescales | Lead | Resources |
| 22.5 | Avoid dips in performance caused by lack of staff capacity. | Recruitment of floating performance support staff (depending on successful budget bid). | 31 May 2008 | HB | Corporate Communications, Policy and Performance Team |
| 22.6 | Projects benefits delivered on time. | Development of corporate project management approach. | 28 February 2008 | HB | Corporate Communications, Policy and Performance Team |

| Progress Update | | |
|-----------------|--|-------------------------------------|
| 22.1 | Focus group of staff managers held 5/11/07 to streamline forms. New forms considered by CMT on 11/12/07. CMT requested some further amendments. Action delivered and final CMT sign off agreed in January 2008. Managers briefed January 2008 and new forms on intranet. Connect article Feb 2008. | |
| 22.2 | Considerable emphasis was placed upon this theme as part of the Management Conferences i.e. "What do I do to make a difference"; the golden thread and principle of the Man on the Moon was used to reinforce this important message. | <input type="checkbox"/> |
| 22.3 | The guidance for the 2008/09 business planning process includes more emphasis on team planning including a template agreed with the Training and Organisational Development Manager, which will help the "golden thread" and PDR process. | <input type="checkbox"/> |
| 22.4 | Corporate training plan updated in December – focus for Q4 is Customer First part 2 and new PDR forms for managers and training evaluation. Q1 plan for 2008/09 to be published in March 2008 – key focus is performance management and complaints handling skills | <input checked="" type="checkbox"/> |
| 22.5 | Bid submitted and meeting arranged with WMCOE for 06 November. Meeting took place with WMCOE and new bid was agreed with CMT and submitted to WMCOE. Bid successful. | |
| 22.6 | Approach identified from Teesdale DC. Suspended until quarter 1 2008/09. | |

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

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------------|---|-------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| 22.1 | Personal Development review process | | | | | | | | | | | | | | |
| 22.1.1 | Review 2007/08 PDR process. | JP/HP | █ | █ | █ | | | | | | | | | | Completed. |
| 22.1.2 | Agree and communicate 2008/09 changes. | JP/HP | | | | █ | █ | █ | █ | | | | | | Completed. |
| 22.1.3 | Complete 2008/09 PDRs. | JP/HP | | | | | | | | █ | █ | █ | | | Completed. |
| 22.2 | Correct use of capability procedure | | | | | | | | | | | | | | |
| 22.2.1 | 12 monthly review from implementation of revised policy | JP | | | | | █ | | | | █ | | | | Review underway. Consultation with managers taking place. |
| 22.3 | Performance Culture | | | | | | | | | | | | | | |
| 22.3.1 | Link review of PDR process to business planning process. | JP | █ | █ | █ | | | | | | | | | | Completed. Business Planning process included reference to PDR process through team plans. |
| 22.3.2 | Agree forms for team action planning making link to COs and priorities. | JP | | | | █ | █ | █ | █ | | | | | | Completed. Forms part of the review of the PDR process. |
| 22.4 | Review Productive Time | | | | | | | | | | | | | | |
| 22.4.1 | Review corporate training programme each quarter. | HP | █ | | | █ | | | █ | | | █ | █ | █ | Report on the T&D strategy was delayed due to unforeseen absence of Learning and OD Manager. Will now be ready in July 2008. |
| 22.4.2 | Review staffing structures as part of business planning process | HoS | | | █ | █ | | | | | | | | | Amended structures have been identified. Specific proposals for change have arisen through the need to redistribute revenue budget into |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| | | | | | | | | | | | | | | | priority areas. Consequently 34 posts across the whole of the Council were agreed for deletion/redundancy in order to ensure that investment is pumped into the right areas. Of those 34, it is anticipated that only 1.5 may represent compulsory redundancies. Redeployment opportunities have been actively sought for the "at risk" individuals. |
| 22.4.3 | Discuss with Middle Managers the need to up productive time as part of Management Conferences. | HP | | | | | | | | | | | | | Completed. Break out sessions were used at the Management Conferences to focus on managing sickness absence and improving motivation in order to encourage thinking about improvements in productivity time. Every Manager was also required to attend the Conference flagship seminar on "The Golden Thread" which focused on Council priorities and where Officer time should be being spent. |
| 22.5 | Create Performance Support Staff | | | | | | | | | | | | | | |
| 22.5.1 | Develop budget bid for extra 2 officers. | HB | | | | | | | | | | | | | Bid submitted and meeting held with WMCOE in November. |
| 22.5.2 | Agree budget bid with CMT, Leaders and Full Council. | HB | | | | | | | | | | | | | WMCOE bid successful. |
| 22.5.3 | Advertise posts | HB | | | | | | | | | | | | | New officer in post. |
| 22.5.4 | Interview for posts and issue contracts | HB | | | | | | | | | | | | | New officer in post. |
| 22.5.5 | New officers in post. | HB | | | | | | | | | | | | | No actions planned in May. |

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| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|---------------------------------------|
| 22.6 | Develop Project Management Arrangements for CMT | | | | | | | | | | | | | | |
| 22.6.1 | Research approach. | HB | | | | | | | | | | | | | Approach identified from Teesdale DC. |
| 22.6.2 | Identify key projects. | HB | | | | | | | | | | | | | Suspended to quarter 1 2008/09 |
| 22.6.3 | Develop reporting arrangements. | HB | | | | | | | | | | | | | Suspended to quarter 1 2008/09 |
| 22.6.4 | Start new arrangements. | HB | | | | | | | | | | | | | Suspended to quarter 2 2008/09 |

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