



BROMSGROVE DISTRICT COUNCIL

CABINET

WEDNESDAY, 4TH MARCH 2009, 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 4th February 2009 (Pages 1 - 6)
4. Minutes of the meeting of the Scrutiny Board held on 27th January 2009 (Pages 7 - 12)
 - (a) To receive and note the minutes
 - (b) To consider any recommendations contained within the minutes
5. Minutes of the meeting of the Overview Board held on 3rd February 2009 (Pages 13 - 20)
 - (a) To receive and note the minutes
 - (b) To consider any recommendations contained within the minutes
6. Minutes of the meeting of the Performance Management Board held on 17th February 2009 (Pages 21 - 24)
 - (a) To receive and note the minutes
 - (b) To consider any recommendations contained within the minutes
7. Minutes of the meeting of the Equality and Diversity Forum held on 18th December 2008 (Pages 25 - 30)

8. Task Group Report on Anti-Social Behaviour and Alcohol Free Zones (Pages 31 - 62)
9. Labour Group Report on Anti-Social Behaviour and Alcohol Free Zones (Pages 63 - 86)
10. Countywide Overview and Scrutiny Report on Flooding (Pages 87 - 188)
11. New Audio/Visual System for the Council Chamber (Pages 189 - 194)
12. Review of the CCTV Code of Practice (Pages 195 - 212)
13. Capital Strategy 2009/2012 (Pages 213 - 280)
14. Integrated Finance and Performance Monitoring Report - Quarter 3 - 2008/09 (Pages 281 - 320)
15. Treasury Management Strategy Statement & Investment Strategy 2009/10 to 2011/12 (Pages 321 - 340)
16. Performance Management Strategy (Pages 341 - 374)
17. Council Plan 2009/2012 - Part 2 (Pages 375 - 458)
18. Improvement Plan Exception Report - December 2008 (Pages 459 - 480)
19. 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
20. To consider, and if considered appropriate, to pass the following resolution to exclude the public from the meeting during the consideration of item(s) of business containing exempt information:-

"RESOLVED: that under Section 100 I of the Local Government Act 1972, as amended, the public be excluded from the meeting during the consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A to the Act, as amended, the relevant paragraph of that part, in each case, being as set out below, and that it is in the public interest to do so:-

<u>Item No.</u>	<u>Paragraph(s)</u>	"
21	4	"

21. Future of the Tourist Information Centre (Pages 481 - 488)

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA

20th February 2009

K. DICKS
Chief Executive

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

WEDNESDAY, 4TH FEBRUARY 2009, AT 6.00 P.M.

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

Invitees: Councillors P. M. McDonald and C. R. Scurrall

Observers: Councillor S. R. Peters

Officers: Mr. T. Beirne, Mr. P. Street, Mr. H. Bennett, Mrs. C. Felton, Mr. D. Hammond, Ms. J. Pickering, Ms. J. Pitman, Mr. J. Godwin, Mr. A. Coel, Mr. R. Goundry and Ms. R. Cole.

141/08 **APOLOGIES FOR ABSENCE**

No apologies for absence were received

142/08 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

143/08 **MINUTES**

The minutes of the meetings of the Cabinet held on 7th January 2009 and 28th January 2009 were submitted.

RESOLVED that the minutes in each case be approved as correct records, subject to it being noted that Councillor P. J. Whittaker was not present at the meeting held on 28th January 2009.

144/08 **ESTABLISHMENT OF A "CREDIT CRUNCH" TASK FORCE**

At the invitation of the Leader, Councillor P. M. McDonald referred to this item and requested that the Cabinet approve the establishment of a "Credit Crunch Task Force" to be lead by the Council which would consist of representatives from various local organisations and authorities. The purpose of the Task Force would be to alleviate some of the difficulties experienced by individuals and local businesses arising from the current financial situation.

There was discussion on the arrangements for the possible Task Force and it was reported that there may be assistance available through various grant schemes and that other Local Authorities may be able to offer advice on this aspect. It was also noted that the Local Strategic Partnership Board had set

up a Group to look at the economic situation and that it would be appropriate to work closely with that organisation.

RESOLVED that a Credit Crunch Task Force be established to address ways in which local businesses and individuals can be assisted in dealing with the credit crunch and that the Task Force be established under the auspices of the Local Strategic Partnership.

145/08 **OVERVIEW BOARD**

The minutes of the meeting of the Overview Board held on 6th January 2009 were submitted.

RESOLVED that the minutes be noted. The recommendation contained in minute 13/08 relating to the Air Quality Strategy was considered later in the meeting.

146/08 **JOINT OVERVIEW BOARD AND SCRUTINY BOARD**

The minutes of the meeting of the Joint Overview Board and Scrutiny Board held on 6th January 2009 were submitted.

RESOLVED that the minutes be noted.

147/08 **PERFORMANCE MANAGEMENT BOARD**

The minutes of the meeting of the Performance Management Board held on 20th January 2009 were submitted.

RESOLVED:

- (a) that the minutes be noted;
- (b) that the recommendation contained at Minute No 85/08 relating to the process for dealing with sundry debts be approved.

148/08 **LOCAL STRATEGIC PARTNERSHIP BOARD**

The minutes of the meeting of the Local Strategic Partnership Board held on 4th December 2008 were submitted.

RESOLVED that the minutes be noted.

149/08 **COUNTYWIDE AIR QUALITY STRATEGY**

Consideration was given to a report on the proposed adoption of an Air Quality Strategy and Planning Protocol which had been developed by officers from Local Authorities within Herefordshire and Worcestershire. The Strategy was intended to promote a more unified approach to the management of Air Quality across the two Counties.

RESOLVED that the Air Quality Strategy and Planning Protocol for Herefordshire and Worcestershire, as set out in Appendices 1 and 2 to the report, be approved.

150/08 **BUILDING CONTROL - NEW SUPPLEMENTARY CHARGES**

The Cabinet considered a report on the introduction of additional charges for certain Building Control Services.

RESOLVED that charges be introduced for the following Building Control Services as set out in Appendix 1 to the report:

- (a) provision of retrospective Completion Certificates for archived applications;
- (b) processing the withdrawal of applications; and
- (c) processing the transfer of obligations to a third party.

151/08 **HOUNDSFIELD LANE CARAVAN SITE**

Consideration was given to a report updating Members on progress made in respect of the future of the Houndsfield Lane Caravan Site since the Cabinet last considered the issue in June 2008. It was noted that discussions were still ongoing with regard to the possible transfer of the site to either the County Council or to a Registered Social Landlord (RSL). Following discussion it was

RESOLVED:

- (a) that the principle of transferring the Houndsfield lane Caravan Site to the County Council or to a RSL be approved;
- (b) that delegated authority be granted to the Executive Director – Partnerships and Projects and the Section 151 Officer, in consultation with the Portfolio Holder and the Strategic Housing Manager, to negotiate, agree terms and conclude the most favourable transfer proposal to provide a cost effective solution for the Council, together with a protected and enhanced site and service to the Gypsy and Traveller Community.

152/08 **HOUSING STRATEGY 2006-2011 MID TERM REVIEW**

Consideration was given to a report on the review of the Housing Strategy 2006-2011. It was reported that following the recent completion of the Bromsgrove Housing Market Assessment and two consultation events, the Mid Term Review Summary had been produced and the Action Plan refreshed.

RESOLVED that the Housing Strategy Mid Term Review Summary and refreshed Action Plan for implementation over the remaining life of the Strategy be approved.

153/08 **CLIMATE CHANGE - KEY ISSUES FOR THE DISTRICT COUNCIL**

The Cabinet considered a report on key issues for the District Council in relation to climate change particularly in view of recently introduced legislation and National Performance Indicators for local government.

At the invitation of the Leader, Councillor C. R. Scurrell reported on a recent Conference he had attended regarding climate change and expressed his support for the proposals within the report.

RESOLVED:

- (a) that the key issues and obligations for the Council as set out in the report be noted;
- (b) that the establishment of a joint post with Redditch Borough Council to be responsible for climate change policy be approved, subject to Redditch agreeing to jointly fund the post;
- (c) that a Climate Change Project Management plan be prepared and implemented and that the plan be monitored by the Council's Energy Efficiency Group; and
- (d) that a report on the work of the Energy Efficiency Group be submitted to the next meeting of the Cabinet.

154/08 **IMPROVEMENT PLAN EXCEPTION REPORT (NOVEMBER 2008)**

Consideration was given to the Improvement Plan Exception Report for November 2008, together with the corrective action being taken. Following discussion it was

RESOLVED:

- (a) that the revisions to the Improvement Plan Exception Report and the corrective actions being taken be noted and approved;
- (b) that it be noted that for the 138 actions highlighted within the plan for November, 78.3 percent of the plan was on target (green), 3.6 percent was one month behind (amber) and 9.4 percent was over one month behind (red). 8.7 percent of actions had been reprogrammed with approval.

155/08 **SHARED SERVICES BOARD**

The minutes of the meeting of the Shared Service Board held on 26th January 2009 were submitted.

RESOLVED that the minutes be noted.

156/08 **LOCAL GOVERNMENT ACT 1972**

RESOLVED that under Section 100 I of the Local Government Act 1972, as amended, the public be excluded from the meeting during the consideration of the item of business the subject of the following minute on the grounds that it involves the likely disclosure of exempt information as defined in part 1 of

Schedule 12A to the Act, as amended, the relevant paragraph of that part being as set out below and that it is in the public interest to do so:-

Minute No
157/08

Paragraph
3

157/08 **STOURBRIDGE ROAD CAR PARK**

Consideration was given to a report on Stourbridge Road Car Park. Following discussion it was

RESOLVED that for the reasons set out in the report, the request on this matter be refused.

The meeting closed at 7.50 p.m.

Chairman

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE SCRUTINY BOARD

TUESDAY, 27TH JANUARY 2009 AT 6.00 P.M.

PRESENT: Councillors D. L. Pardoe (Chairman), S. P. Shannon (Vice-Chairman), Mrs. J. M. Boswell, Miss D. H. Campbell JP and C. J. Tidmarsh (during minute nos. 14/08 to 16/08)

Invitees: Councillor Mrs. M. A. Sherrey JP

Observers: Councillor C. R. Scurrall

Officers: Mr. T. Beirne, Mr. P. Street, Mr. M. Bell, Mrs. C. Felton and Ms. D. McCarthy

10/08 APOLOGIES FOR ABSENCE

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

11/08 DECLARATIONS OF INTEREST

No declarations of interest or whipping arrangements were received.

12/08 MINUTES

The minutes of the last meeting of the Scrutiny Board held on 25th November 2008 were received.

RESOLVED that the minutes be confirmed as a correct record.

13/08 MINUTES OF THE JOINT MEETING

The minutes of the last joint meeting of the Overview Board and Scrutiny Board held on 6th January 2009 were received.

RESOLVED that the minutes be noted.

14/08 CABINET RESPONSE TO REFUSE AND RECYCLING - VFM REPORT

As the Portfolio Holder for Waste Management and Recycling, Councillor Mrs. M. A. Sherrey presented the Cabinet's response to the findings and recommendations arising from the second scrutiny investigation of the Refuse and Recycling Task Group, which specifically related to Value for Money (VFM). As stated in the Report, the Portfolio Holder reiterated the importance of ensuring that the new co-mingled collection service was "first class" before alternative methods of service delivery were investigated.

There were no questions or comments directly relating to the Cabinet response, however, as the Head of Street Scene and Community, Mr. M. Bell, was present, Members took the opportunity to request an update in relation to the new chargeable green waste service.

Mr. Bell explained that, as expected, the uptake for the green waste had been low initially. However, this had since picked up and the total number of requests for the chargeable green waste service to date was 3445. It was reported that between 150 to 200 requests were being received on a daily basis and, if this pattern continued, it was anticipated that the uptake target would be reached shortly after commencing the new service.

The Board was informed that, as recommended, the feasibility of allowing additional wheelie bins on request for the green waste service would be investigated once the take up was known. It was stated that, in the meantime, officers were compiling a list of any such requests received.

The Chairman mentioned a complaint he had received from the public regarding the submission of a green waste collection request to the Customer Service Centre (CSC). Members were informed that there was a dedicated helpdesk dealing with the green waste collection requests at the CSC and officers were not aware of any complaints. However, officers suggested that Ms. D. Poole, Head of E-Government and Customer Services could be informed.

The charge and cost of the green waste service were also briefly discussed. It was once again explained that it was never the intention that the annual charge would cover the cost of the service. It was also confirmed that although the relative costs of the green waste service could be calculated, in April 2010 when it would be operated separately, officers would be able to provide precise figures showing the exact cost of the green waste service.

Members of the Board expressed their appreciation of the hard work of the refuse and recycling staff.

RESOLVED:

- (a) that the Cabinet's response to the Refuse and Recycling VFM Report be noted; and
- (b) that the Head of E-Government and Customer Services be requested to consider if any more can be done to assist customers visiting the CSC who wished to request the chargeable green waste service.

15/08 **JOINT COUNTYWIDE FLOODING REPORT - IMPLICATIONS**

As requested by Overview and Scrutiny Members, the Executive Director – Partnerships and Projects, Mr. P. Street, had compiled a report highlighting the financial and other implications in relation to those recommendations contained within the Joint Countywide Scrutiny Report on Flooding which specifically related to the District Council.

Members went through the recommendations contained within Appendix 1 one by one and there was a detailed discussion.

During the discussions the following points were made:

- Officer training relating to emergency planning (which would include flooding) was being organised and any costs could be met within the existing training budget, if required.
- Flood risk properties could be identified in two ways: (i) via a database listing properties (by postcode) that had already experienced flooding; and (ii) by undertaking flood risk assessments.
- 'Hublets' were established following the floods in July 2007. They were short-term mini hubs set up locally so that local residents were able to access information specifically relating to flooding issues.
- The Emergency Planning Officer was the Executive Director – Partnerships and Projects and the training room at the Council House doubled as the emergency planning room.
- The Emergency Plan, when activated, operated through any emergency, not just flooding.
- It was confirmed that the out-of-hours emergency number could be found in the Together Bromsgrove Council magazine.
- It was anticipated there would be new responsibilities for local authorities following the Pitt Review and new legislation. A draft Floods and Water Bill was expected to be published in the Spring of 2009.
- There were many complex issues surrounding riparian ownership which might be very difficult to overcome.
- There were potentially large financial costs associated with certain recommendations.
- In relation to having suitably qualified drainage officers, other Districts in Worcestershire faced similar difficulties to Bromsgrove and the possibilities of shared services or joint working countywide was an option that would need to be investigated.
- The importance of understanding the legal and financial implications associated with serving enforcement orders on landowners; the Council carrying out the required maintenance and re-charging the land owner(s); and the option of taking legal action to try and recover the debt. The preferred option for officers was to offer advice, guidance and support to riparian owners and enforcement would need to be a last resort due to the associated implications.
- With regard to the recommendation which mentioned having a list of vulnerable people to enable them to be warned if there was a risk of flooding, it was hoped that such a list could be obtained from the Fire and Rescue Service; however, it was possible that due to national security, such a list would not be available.
- Parish Lengthsmen could be part funded by the County Council.
- The recommendations contained within the Joint Countywide Scrutiny Report on Flooding, particularly those relating to Parish Councils, would need to be considered at a Parish Council Forum Meeting.

The Board was informed that a watercourses officer group had been established to ensure the recommendations from the earlier Watercourses Task Group were being progressed. It was suggested that this same officer group could be requested to revise its terms of reference and composition to implement any Cabinet approved recommendations contained within the Joint Countywide Scrutiny Flooding Report.

Mr. Street briefly mentioned that in relation to the recommendations which had come out of the previous Watercourses Task Group investigation, officers had addressed some more effectively than others due to lack of resources. It was pointed out that even the County Council, which had greater resources to deal with such issues, had also found it difficult to address problems relating to watercourses and flooding.

RESOLVED:

- (a) that Members note the financial, legal and operational implications associated to those recommendations relating to the District Council contained within the Joint Countywide Scrutiny Flooding Report; and
- (b) that the Board approve the Joint Countywide Scrutiny Report on Flooding and the recommendations contained within it.

RECOMMENDED:

- (a) that the Cabinet be requested to approve the recommendations contained within the Joint Countywide Scrutiny Report on Flooding;
- (b) that, in addition, the Cabinet consider and approve the following:
 - (i) that consideration be given to the use of a text messaging service as an additional communication tool to enable the Council to send relevant information/updates to the public in the event of a flood;
 - (ii) that, when next updating any appropriate publication relating to advice on flooding (e.g. 'flooding matters' leaflet or website), the public be reminded that a battery powered radio would be required to enable them to hear radio updates on flooding should utility supplies need to be switched off;
 - (iii) that, although the importance of involving the Parish Councils was understood, Cabinet be requested to consider non-parished areas and the requirement for a single point of contact for those areas;
 - (iv) that the Modern Councillor Programme Steering Group be requested to discuss including emergency planning briefings within the Modern Councillor Programme to ensure all Members had a full understanding of the emergency planning process;
 - (v) that, with regards to the recommendation relating to an inventory of local equipment held by local farmers which could be used in alleviating flooding and drainage problems, this be widened to include local plant hire stores; and
- (c) that the Cabinet request the officers who form the current watercourses officer group to revise its terms of reference and composition in order to address the implications for the District of any Cabinet approved recommendations contained within the Joint Countywide Scrutiny Flooding Report.

16/08 **WORK PROGRAMME**

The Board considered all the items included within its Work Programme.

Members were reminded that if they wished to add any further topics to the Work Programme for the Board to investigate, they could complete a scrutiny proposal form.

RESOLVED that the Scrutiny Board's Work Programme be noted and updated as necessary.

The meeting closed at 7.40 p.m.

Chairman

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE OVERVIEW BOARD

TUESDAY, 3RD FEBRUARY 2009 AT 6.00 P.M.

PRESENT: Councillors P. M. McDonald (Chairman), L. J. Turner (Vice-Chairman), A. N. Blagg, Mrs. M. Bunker, Miss D. H. Campbell JP, S. R. Colella and Dr. G. H. Lord

Invitees: Councillors E. J. Murray, D. L. Pardoe, S. P. Shannon, C. B. Taylor and P. J. Whittaker

Observers: Councillor S. R. Peters

Officers: Mr. T. Beirne, Mr. P. Street, Mr. M. Bell, Mrs. C. Felton, Ms. J. Pitman, Mrs. S. Sellers, Mr. R. Goundry, Ms. R. McAndrews and Ms. D. McCarthy

18/08 **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

19/08 **DECLARATIONS OF INTEREST**

No declarations of interest or whipping arrangements were received.

20/08 **MINUTES OF THE JOINT MEETING**

The minutes of the last joint meeting of the Overview Board and Scrutiny Board held on 6th January 2009 were received.

RESOLVED that the minutes be noted.

21/08 **MINUTES**

The minutes of the meeting of the Overview Board held on 6th January 2009 were received.

RESOLVED that the minutes be approved as a correct record.

22/08 **ANTI-SOCIAL BEHAVIOUR AND ALCOHOL FREE ZONES REPORT**

Councillor C. B. Taylor, Task Group Chairman, presented the Anti-Social Behaviour and Alcohol Free Zones Report to the Board and also briefly outlined the background to the establishment of the Task Group.

There were a number of questions regarding the Task Group's findings and recommendations. In particular, there was some discussion on alcohol free zones (legally referred to as Designated Public Place Orders (DPPOs)) in terms of its definition and Police enforcement of such areas.

RESOLVED that the Anti-Social Behaviour and Alcohol Free Zones Report be approved.

RECOMMENDED that the Cabinet be requested to approve the Anti-Social Behaviour and Alcohol Free Zones Report, including the recommendations contained within it.

23/08 **CCTV**

CCTV Code of Practice

The Chairman introduced Ms. R. McAndrews, CCTV and Lifeline Manager, to the meeting. It was explained that Ms. McAndrews had compiled the draft CCTV Code of Practice and the views of the Board were requested to assist officers in making certain the CCTV Code of Practice was robust.

The Board sought clarification on a number of issues relating to the draft Code of Practice and the operation of CCTV in general which officers were able to answer. There was discussion on many aspects of the Code of Practice, including the use of the CCTV footage and associated legal implications. Following this discussion, a suggestion was made relating to the possibility of the Council charging insurance companies which requested footage for their own purposes.

CCTV Funding

Members were reminded that at the Joint Overview Board and Scrutiny Board Meeting held on 2nd December 2008, it was recommended, and subsequently approved by the Cabinet on 7th January 2009, that West Mercia Police be requested to consider making a financial contribution towards the replacement of CCTV equipment. As requested at the last Overview Board Meeting, the Executive Director – Services provided an update stating that a letter had been sent to the Police and a response was awaited.

RESOLVED:

- (a) that the CCTV Code of Practice be approved; and
- (b) that, at the next meeting of the Board, the Executive Director – Services be requested to provide another update relating to the possibility of receiving funding from West Mercia Police for CCTV equipment.

RECOMMENDED:

- (a) that the Cabinet be requested to adopt the CCTV Code of Practice; and
- (b) that the Cabinet request officers to investigate the possibility of this Council charging insurance companies which request CCTV footage to be provided for insurance claim purposes.

24/08 **DRAFT JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY**

As requested at the last Overview Board Meeting, the Head of Street Scene and Community, Mr. Bell, presented a report on the draft revision of the Joint Municipal Waste Management Strategy. It was explained that the Joint Municipal Waste Management Strategy for Herefordshire and Worcestershire had been developed by the Joint Waste Resource Management Forum and had been adopted by all County and District Councils within the two counties in 2004. It was explained that the updated version took on board the revised national position. Members asked a number of questions and there was discussion on various aspects of the strategy and the impact for the District.

Mr. Bell confirmed that it was his understanding that although planning permission had been granted for autoclave plants at Hartlebury and Madley, it had not proved possible to conclude a satisfactory contractual arrangement to construct them. However, Councillor Dr. Lord believed that the use of autoclave plants remained an option which was still being investigated.

The Board was reassured that the MRF (Material Reclamation Facility also known as 'Enviro Sort') was on schedule to be completed later in 2009. It was anticipated that the co-mingled collections in Bromsgrove could commence in November 2009 although it was understood that a co-mingled collection service was more likely to be fully implemented across the District from April 2010. It was expected that the new facility would be able to process additional types of recyclables, therefore allowing the District Council to collect more types of materials for recycling to help increase recycling rates further.

There was a brief discussion relating to food waste disposers (also known as macerators) and the potential issues they cause for water companies. Mr. Bell stated that there had been debates relating to the use of food waste disposers as there were many variables. It was explained that the numbers of properties using the food waste disposers were relatively few and therefore impact on water companies was small at the present time. However, research was continuing and further advice had been sought from water companies as part of the consultation process.

It was reported that all local authorities were gathering baseline data for the national indicator (NI) 193 relating to municipal waste landfilled and when this data had been collected, action plans would be produced to assess the environmental benefits of the different disposal options. It was confirmed that there was no additional household waste sites planned for Worcestershire.

With reference to the disposal target (target 6 in the strategy), Mr. Bell explained that there were a number of ways in which landfill waste would be reduced including education programmes relating to reducing the volume of waste created, together with recycling and reusing as much waste as possible.

It was pointed out that there was a legal requirement to produce and refresh the Joint Municipal Waste Management Strategy to ensure a consistent and robust approach was taken by all local authorities across the two counties which could be used for any public enquiry.

RESOLVED:

- (a) that, subject to modifications made following public consultation, the Joint Municipal Waste Management Strategy be approved; and
- (b) that the Head of Street Scene and Community be requested to confirm whether or not autoclave plants remained an option which was still being investigated.

RECOMMENDED that, subject to modifications made following public consultation, the Cabinet (in April 2009) be requested to approve and adopt the revised Joint Municipal Waste Management Strategy.

25/08 **AIR QUALITY REVIEW**

The Board together with Members of the Air Quality Task Group considered the review report. Members took each recommendation in turn and discussed the progress which had been made since the recommendations had been approved approximately 12 months ago.

Disappointment was expressed over the lack of progress with implementing some of the recommendations, particularly those where the District Council was waiting for responses from other agencies. However, the Executive Director – Partnerships and Projects informed Members that he would be arranging a high level technical meeting to be held inviting all key interested parties, including representatives from the Worcestershire County Council, Highways Agency, Primary Care Trust and West Mercia Police. It was hoped that by bringing all agencies together air quality issues could be addressed, in particular recommendations 1, 4, 10(b) and 12.

The Chairman had a particular concern regarding the first recommendation which related to the District Council giving consideration to applying to the County Council for certain roads being made low emission zone roads. It was reported by the Chairman that the officer from County Council's Highways who had attended Task Group Meetings had stated that this was an option and therefore it was questioned why this had not moved forward.

It was reported that a number of recommendations had been implemented (for example, recommendations 2, 10(a), 11, 13, 14, 16 and 17) and there were other recommendations where work was ongoing, for example recommendations 7 and 8 which related to the town centre redevelopment.

In relation to recommendation 10(a), it was stated that a letter had been sent that day to 34 households within the Air Quality Management Area (AQMA) directing them to the website for further information.

With regard to recommendation 17, although a newsletter had been sent to all taxi drivers and operators last year requesting them not to leave their engines running whilst waiting for the next fare at the taxi rank, there was some concern that this request was possibly being ignored. Furthermore, it was believed some bus drivers also left engines running and it was suggested that they too should be requested to alter their behaviour. It was suggested that

the Scrutiny Board could look at this issue, specifically relating to monitoring the situation via CCTV.

With reference to the final recommendation on home working, it was explained that although a formal policy had not yet been adopted corporately, Heads of Service could allow ad hoc home working when appropriate. Links to asset management were explained. It was stated that long term home working had additional financial implications, however, if there was a move to purpose-built premises, financial savings could potentially be made if, where appropriate, certain staff or departments worked from home on a permanent basis. In the meantime, infrequent home working was the only viable option.

RESOLVED:

- (a) that the review report be noted;
- (b) that the Executive Director – Partnerships and Projects be requested to provide Members with a progress update in relation to the first recommendation specifically;
- (c) that, with the aim of helping to reduce air pollution, the Scrutiny Board be requested to consider looking at the possibility of monitoring and enforcing against taxi and bus drivers who leave vehicle engines running in between fares and shifts;
- (d) that the Executive Director – Services be requested to provide Members with information regarding the Council's carbon footprint, specifically in relation to staff that who were allowed to work from home early February 2009 when there had been heavy snow fall; and
- (e) that future updates relating to approved recommendations from the Air Quality investigation be included in the quarterly recommendation tracker.

26/08 **JOINT COUNTYWIDE SCRUTINY REPORT ON FLOODING - IMPLICATIONS**

Consideration was given to the report on the implications for this Council to the recommendations made by the Joint Countywide Flooding Task Group.

RESOLVED that the report be noted.

RECOMMENDED:

- (a) that the Cabinet be requested to approve the recommendations contained within the Joint Countywide Scrutiny Report on Flooding; and
- (b) that the Cabinet request the officers who form the current watercourses officer group to review its terms of reference and composition in order to address the implications for the District of any Cabinet approved recommendations contained within the Joint Countywide Scrutiny Flooding Report.

27/08 **OVERVIEW RECOMMENDATION TRACKER**

Members of the Board considered the items contained within the Overview Recommendation Tracker.

RESOLVED that the Overview Recommendation Tracker be noted.

28/08 **PROPOSALS FOR FUTURE INVESTIGATIONS**

The Board considered the three scrutiny proposals which had been included on the work programme.

With regard to 'Sponsorship Funding' it was reiterated that the existing policy was still in its infancy and input from the Board in reviewing the policy would be helpful.

There was a lengthy discussion in relation to the topic 'Takeaways' as some Members believed it was an area worth pursuing whilst other Members disagreed.

Some Members believed there were too many takeaway outlets in certain locations across the District and the number of takeaways needed to be controlled in order to protect the character of a particular area. Other concerns mentioned relating to this topic were crime and health issues.

However, the Board was informed that there was a difficulty in comparing against other authorities which had local policies relating to takeaways as it was understood that such policies had been adopted under the old planning system rather than under the new Local Development Framework. Taking into account the advice from the Head of Planning and Environment Services that national policy guidance and market forces also needed to be considered, there were questions as to what could be achieved if the primary aim of Overview Members was to control the number of takeaways within a particular area.

To assist the Board into coming to a decision, it was suggested that Members could request further information from the Planning Department to enable the Board to discuss which areas around hot food takeaways could potentially be investigated further so to ensure Members achieved viable outcomes.

Within the same report, it was also proposed that the topic 'Older People' should be examined and it was suggested that a Task Group should be established to undertake the investigation.

RESOLVED:

- (a) that 'Sponsorship Funding' be investigated by the Board to assist officers in ensuring the existing policy was fit for purpose; and
- (b) that a Task Group be established to investigate the topic of 'Older People'.

29/08 **FORWARD PLAN OF KEY DECISIONS**

Forward Plan – February to May 2009

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

Further information was requested on item 4 (Housing Strategy 2006-2011 Mid Term Review), item 12 (Preferred Planning Guidance (PPG)17 - Outturn), item 13 (Sports Hub Provision) item 28 (West Midlands Biodiversity Pledge and Revised Biodiversity Action Plan) and item 35 (Place Survey Results).

With regards to item 19 (Customer First and Access Strategy) it was explained that the access strategy related to issues for vulnerable and minority groups accessing Council services and facilities.

It was believed that within the Medium Term Financial Plan, fixed penalty notices (FPN) had not been considered as a high priority and as a result it was thought the necessary funding for implementation had not been approved. Therefore, the report referred to as item 32 on the Forward Plan would no longer be required.

In relation to item 35 (Place Survey), it was explained that the Assistant Chief Executive was waiting for the Place Survey results. However, this information could be made available to the Overview Board when it was received. It was stated that the Worcestershire Partnership Board might also have some information that could be useful to the Overview Board.

Supplementary list of Forward Plan items – 2009/10

Members considered the list of anticipated reports for the rest of 2009/10 which had been split into service areas.

RESOLVED

- (a) that further information be provided to the Overview Board relating to the following:
 - Item 4 (Housing Strategy 2006-2011 Mid Term Review)
 - Item 12 (Preferred Planning Guidance (PPG)17 - Outturn)
 - Item 13 (Sports Hub Provision)
 - Item 28 (West Midlands Biodiversity Pledge and Revised Biodiversity Action Plan)
- (b) that the reason for the delay in relation to item 19 (Customer First and Access Strategy) be provided to Members of the Overview Board;
- (c) that confirmation be given as to whether or not funding was approved for the implementation of Fixed Penalty Notices (item 32);
- (d) that further information relating to item 35 (Place Survey) be requested from the Assistant Chief Executive, as soon as the results were available; and
- (e) that all other items on the Forward Plan be noted.

30/08 **WORK PROGRAMME**

The Board considered all the items included within its Work Programme.

RESOLVED that the Overview Board's Work Programme be noted and updated as necessary.

The meeting closed at 8.20 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 17TH FEBRUARY 2009, AT 6.00 P.M.

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

Invitees: Councillor G. N. Denaro

Officers: Mr. H. Bennett, Ms. J. Pickering and Ms. R. Cole

91/08 APOLOGIES

An apology for absence was received from Councillor Mrs. M. Bunker.

92/08 DECLARATIONS OF INTEREST

Councillor Miss D. H. Campbell declared a personal interest in agenda item 5 (Improvement Plan Exception Report) as a member of the Operating Trust of Bromsgrove Arts Centre.

Councillor S. R. Colella declared a personal interest in agenda item 4 (Integrated Finance and Performance Report) in relation to Haybridge Sports Centre.

93/08 MINUTES

The minutes of the meeting of the Performance Management Board held on 20th January 2009 were submitted.

RESOLVED that the minutes be approved as a correct record.

94/08 INTEGRATED FINANCE AND PERFORMANCE REPORT (QUARTER 3)

The Board considered a report on the Authority's performance and financial position at 31st December 2008. A number of issues were raised by Members and these were addressed by the Head of Financial Services and the Portfolio Holder for Finance.

There was particular concern in relation to the net cost of services which indicated a projected overspend of £375,000. It was noted that £315,000 of this projected overspend arose from Street Scene and Community.

The Assistant Chief Executive undertook to request the Head of Street Scene and Community to provide Members with additional information regarding (a) the shortfall in the projected income from car parks; (b) the reduction of recycling crews from seven to six and why this had only recently been brought

into effect; and (c) the possibility of achieving a further discount on the purchase of replacement vehicles in the light of the current economic situation. There was also a discussion on the possibility of generating additional income by hiring out the Burcot Room which was currently vacant.

The Head of Financial Services answered queries from Members on the Council's investments including the probable level of interest to be generated over the next few years and on various aspects of sundry debts. In this regard the Head of Financial Services undertook to provide Members with additional information on the breakdown of the outstanding sundry debts in respect of rents and hire charges which amounted to £69,000. There was also discussion on reasons for the projected overspend in relation to Bromsgrove Museum and Haybridge Sports Centre.

In relation to the section of the report relating to performance indicators, the Assistant Chief Executive reported that the previously agreed additional performance clinic on sickness had not yet taken place due to other pressures on workload in Human Resources and Organisational Development at present. It was however intended that the clinic would be arranged as soon as possible.

The worsening position of the indicator relating to the number of domestic burglaries was discussed. It was suggested that Chief Inspector Amanda Bott who had recently been appointed to the Bromsgrove area be invited to attend a future meeting of the Board to discuss this issue further.

The Assistant Chief Executive undertook to circulate to Members more detailed information on the complaints received particularly in relation to those relating to flooding.

RESOLVED:

- (a) that it be noted that 62% of performance indicators for which data was available were improving or stable;
- (b) that it be noted that 79% of performance indicators for which data was available were achieving their year to date target;
- (c) that it be noted that 87% of performance indicators for which data was available were predicted to meet their target at year end;
- (d) that the successes and areas for potential concern as set out in the Council Summary section of the report be noted; and
- (e) that the financial projected revenue underspend of £322,000 and capital underspend of £39,000 be noted

RECOMMENDED:

- (a) that the Cabinet recommend to the Council the release of £150,00 from balances to meet the projected overspend in relation to Bromsgrove Museum and Haybridge Sports Centre; and
- (b) that officers be requested to investigate the possibility of hiring out the Burcot Room in order to generate additional income.

95/08 **IMPROVEMENT PLAN EXCEPTION REPORT (DECEMBER 2008)**

The Board considered the Improvement Plan Exception report for December 2008 together with the corrective action being taken.

The Assistant Chief Executive updated the Board on the latest position regarding a number of issues relating to the redevelopment of the Town Centre. Discussion included the possible location of the proposed "Blue Light" centre and the redevelopment of the toilet block. The Board felt it was important that all Members be kept informed of progress on the Town Centre by way of regular bulletins or briefings. The Assistant Chief Executive undertook to invite the Executive Director - Partnerships and Projects to attend the next meeting of the Board to discuss these issues further.

In relation to the Service Level Agreement for Bromsgrove Arts Centre there was some concern that following discussion at the meeting in December 2008, when it was understood the Agreement was to be signed very shortly, there now appeared to be the likelihood of a further delay. The Assistant Chief Executive undertook to raise this with the Deputy Head of Street Scene and Community and the Portfolio Holder and, if appropriate, to invite them to attend the next meeting of the Board.

RESOLVED:

- (a) that the revisions to the Improvement Plan Exception report together with the corrective actions being taken be approved;
- (b) that it be noted that for the 131 actions highlighted for December within the plan 77.9% was on target (green), 3.1% was one month behind (amber) and 9.1% was over one month behind (red). 9.9% of actions had been reprogrammed with approval.

96/08 **UPDATE ON DATA QUALITY STRATEGY ACTION PLAN**

Consideration was given to a report on the progress made on the implementation of the Data Quality Strategy Action Plan.

It was noted that the only action which was not either completed or on target was in relation to the inclusion of references to data quality within job descriptions and that this had been delayed in the light of the pending Job Evaluation implementation.

The Assistant Chief Executive reported that following the recent external assessment of the data supporting the Authority's performance indicators, two of the indicators had been "qualified" by the external auditors because of data quality issues. This had resulted in these two indicators being placed in the bottom quartile even though the recalculation had in fact resulted in an improved performance. This outcome had been disappointing for officers but illustrated the importance of stringent attention to detail in calculating performance indicators.

In response to a request from Members the Assistant Chief Executive undertook to circulate a glossary of terms.

RESOLVED that the progress made on the implementation of the Data Quality Strategy Action Plan be noted.

RECOMMENDED that further procedures be introduced for the 2008/2009 closedown, in particular the use of spot checks on high risk indicators, prior to external audit and during the year.

97/08 **WORK PROGRAMME 2008/2009**

Consideration was given to a report on the Board's updated work programme for 2008/2009. It was noted that the meeting scheduled for 21st April 2009 would be replaced by a training session. Following discussion it was

RESOLVED that, subject to the External Audit Report and the Direction of Travel being included in the work programme for a later date, the deletion of the Annual PACT review and the combination of the items in relation to the Staff Survey and the Employee Stress Survey, the report be noted.

The meeting closed at 7.30 p.m.

Chairman



Bromsgrove
District Council
www.bromsgrove.gov.uk

Equality and Diversity Forum

Meeting held on Thursday 18th December 2008

In attendance	
Sat Aggarwal	Bromsgrove Indian Community Forum
Mr B K Chaudhari	Bromsgrove Indian Community Forum
Nuala Dalton	Bromsgrove Resident
Jeff Edwards	Bromsgrove Older People's Forum, Bromsgrove and District NHS Retirement Fellowship
Claire Felton	Head of Legal, Equalities and Democratic Services, Bromsgrove District Council
Amanda Glennie	Research and Policy Officer, Strategic Housing, Bromsgrove District Council
Patricia Hackett	Mencap
Tracey Hodges	Padstone, Worcestershire County Council
Joan King	The Gender Trust
Balbinder Kular-Taylor	Senior Positive Action Adviser, West Mercia Constabulary Head Quarters
Eileen Mulhall	Worcestershire Association of Service Users
Trevor Rigg	Bromsgrove Resident and Forum Chair
Joe Scott	Bromsgrove Resident and Forum Vice Chair
Keith Sherman	Chief Officer, Bromsgrove and District Age Concern
Phil Street	Executive Director of Services, Bromsgrove District Council
John Tempest	Worcestershire Mental Health Network
John Williams	Malvern Hills District Council
Jo Wright	Bromsgrove Resident

Apologies	
Hugh Bennett	Assistant Chief Executive, Bromsgrove District Council
Stuart Bray	Pinke.biz
Mary Collett	Disabled Users Group
Kevin Dicks	Chief Executive, Bromsgrove District Council and Acting Chief Executive Redditch Borough Council
Wayne Knighton	Bromsgrove resident
Tony Lowry	Bromsgrove District Housing Trust
Elaine Mortimore	Bromsgrove Youth Homelessness Forum
Peter Oteng	Worcestershire Race Equality Council
Julie Wright	West Mercia Constabulary

1. Introductions and apologies

Apologies as above.

2. Minutes of meeting held on 6th October 2008

The minutes were acceptance as a true and accurate record.

3. Matters arising if not included on main agenda

Mr. Chaudhari conveyed his gratitude to Bromsgrove District Council and all persons associated with the Diwali event. He specifically wanted to mention that **Fiona Scott** was very helpful and without her help the event would not have been possible.

4. Items from the Forum Chairman

Trevor briefly explained the Seasons Greeting card from the Forum and the District Council to Forum members and partners. Trevor asked for any suggestions that may improve things next year. It was generally acknowledged that the church was an appropriate scene.

5. Equality Officer Highlight Report - Fiona Scott

This item was deferred to the next meeting as **Fiona** she was absent due to illness. **Trevor** requested that **Fiona** document the activities in relation to Black History Month and the Diwali Celebrations.

Mr Chaudhari praised the Highway Code for Scooter users which was circulated with the papers.

6. Items from the Chief Executive – Kevin Dicks

Items from the floor

Phil Street undertook this item in Kevin's absence.

- **Joe Scott** asked what the gritting policy was in relation to the roads. **Phil** explained that it is a County Council responsibility. He will look into this further and report back to the next meeting.
Joe Scott said that the grit bins in Charford were empty. **Joe** also wanted to know what the policy was in terms of gritting.
- **Eileen Mulhall** mentioned that Sidemoor is like an ice rink and elderly and disabled people have to stay in.
- **John Tempest** asked who is responsible for gritting pavements? Could we find out the policy position on the gritting of pavements?
- **Keith Sherman** stated that we need to find out what the legal position is if we grit the pavements outside our own homes.
- **Phil** agreed to find out the position from the County Council Highways Department and email around to the forum members with clarity on these issues.
- **Trevor** asked that the Forum write to Bromsgrove District Housing Trust to ask them to confirm their policy position in relation to gritting outside sheltered housing complexes.
- **Joe Scott** explained that he worked for Bromsgrove District Housing Trust and he has been told neither he, nor the organisation can be sued but he has not got anything in writing.
- **Trevor** asked for a letter to go to Primary Care Trust requesting information as to how many people in Bromsgrove have falls as a result of ice on the pavements.
- **Mr. Chaudhari** said that some of the streets are neglected and gritters need to be more comprehensive in their coverage of roads and pavements in the District.

Keith Sherman explained there is a countywide Primary Care Trust scheme for recording falls. They have introduced a new Level One falls assessments and they are working with people who are at risk of having a fall. It is a single sheet of A4 that establishes four or five questions in relation to previous fall history, medication etc. **Keith** explained that the Primary Care Trust are very keen for as many people as possible to be aware of the scheme. **Jackie Treshie** is the person responsible at the Primary Care Trust and **Keith** will ask her to send through some information for **Fiona** for this to be included in the minutes. It was also suggested that the Primary Care Trust be asked to a future meeting to talk about the scheme.

Phil Street spoke about the following items and then answered questions in relation to :-

- The Corporate Performance Assessment in November.
- The Young Peoples participatory event in partnership with the County in January
- The Council's Budget
- The Town Centre
- Christmas lights
- Town Centre public toilet block refurbishment - Phil agreed to ascertain what temporary arrangements can be made during the refurbishment
- Parkside School listing
- Market Hall and open market in High Street
- Extra Care facility in Charford
- Affordable Housing
- Regional Centre of Excellence – Basement Project
- Dolphin Centre fitness suite
- Kevin Dicks sent a Merry Christmas Happy New Year greeting to everyone

Trevor asked that **Phil** provide a presentation about the Town Centre redevelopment project at a future meeting.

Eileen expressed her concern about the mobility issues on the days of the street market.

Jo Wright asked about swimming for young people and Multi-Agency Resource Centre in Charford. **Phil** explained that the Council will not provide free swimming for young people due to the cost. Bromsgrove District Council is working with the County to secure support for young people in Charford.

Keith Sherman spoke about a project that has been undertaken by Waseley Hills School. The pupils have collected food and made up hampers for old people. They will be distributed over the next few days.

7. Items from the Assistant Chief Executive – Hugh Bennett

Update on Community Transport Update on 2009/2010 Community Bids

Phil updated the forum on the community transport working group. He explained that the group are currently looking at routes and charging. This is a complicated legal area and Bromsgrove District Council is taking advice from other council's in respect of these issues. It is anticipated that it will be late summer or early autumn before the bus is operational.

Mr Chaudhari asked that **Mr. Street** looked into why there is no public transport in other areas of the District, particularly the Oakalls.

Phil suggested that we ask someone to come to talk about public transport in Bromsgrove generally to a future meeting.

Phil talked about the community bids and updated the Forum on their progress.

Trevor wanted those people who had put in a bid to feedback to the Forum on their own bids at a future meeting.

Members of the Forum asked if they could attend the Executive Cabinet and the Full Council meetings. These meetings are open to the public so anyone can attend.

8. Update on Home Choice Plus initiative

Amanda Glennie – Housing Research and Policy Officer Strategic Housing, Bromsgrove District Council

Amanda did a presentation on Home Choice Plus and answered questions. Amanda gave out contact details for anyone who wanted to speak to someone on a 1-1 basis.

9. Future Agenda Items

West Mercia Police – public perception of safety particularly in the evenings

Speaker from the Crime and Disorder Reduction Partnership

Safety - Jo Wright asked for items to be put on the agenda for the meeting in February. Invite someone from the police Lesbian Gay Bisexual and Trans-people Forum. How can we find out the needs of people in Bromsgrove Town? February is Lesbian Gay Bisexual and Trans-people History Month and **Jo** is keen for this to be recognised.

A presentation about Positive Action by Balbinder from the perspective of local policing.

Town Centre redevelopment plans - sometime in the Spring.

The meeting closed at 8 pm

Time, date and place of next meeting –

**6.30 pm Thursday 12th February 2009
The Committee Room**



BROMSGROVE DISTRICT COUNCIL

CABINET

4TH MARCH 2009

ANTI-SOCIAL BEHAVIOUR AND ALCOHOL FREE ZONES TASK GROUP

Responsible Portfolio Holder	Councillor Mrs. J. M. L. A. Griffiths Councillor P. J. Whittaker
Responsible Head of Service	Head of Street Scene and Community Head of Planning and Environment
Chairman of Scrutiny Task Group	Councillor C. B. Taylor

1. SUMMARY

- 1.1 To consider the findings and recommendations contained within the attached report relating to the investigation undertaken by the Anti-Social Behaviour and Alcohol Free Zones Task Group.

2. RECOMMENDATION

- 2.1 Members are requested to consider and approve the attached report and recommendations contained within it.

3. BACKGROUND

- 3.1 The background to when and how the Anti-Social Behaviour and Alcohol Free Zones Task Group was established is detailed within the attached report under "Terms of Reference".

- 3.2 At the Overview Board meeting held on 3rd February 2009, the Task Group Chairman, Councillor C. B. Taylor, presented the attached report. After some discussion the report, including the three recommendations, were approved.

- 3.3 In relation to the report format, Members should note that the Cabinet made the following suggestions which the former Scrutiny Steering Board approved in April 2008:

- Prioritising recommendations as being of low, medium or high priority;
- Including officer actions that are already being undertaken which the Task Group supports; and
- Including issues which were considered by a Task Group but did not form part of the final recommendations.

The above have all been incorporated into the attached report.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications to the majority of the recommendations; however, as with any recommendation, even where there is no cost, there will be an impact on officer time.
- 4.2 With regard to the recommendation relating to CCTV, an upgrade to the existing system has been approved, with replacement cameras already having been installed in and around Bromsgrove Town Centre. However, street lighting improvements would have to be funded from a separate budget source, most likely via the County Council.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications in respect of most of the recommendations. However, with regard to the third recommendation relating to Fixed Penalty Notices, the associated legal implications would need to be investigated further by the relevant officers if this recommendation were to be approved.

6. COUNCIL OBJECTIVES

- 6.1 The report relates to the "Sense of Community and Wellbeing" aspect of the Council's Objectives. There are also indirect implications in respect of Bromsgrove Town Centre, in view of the references within the attached report to anti-social behaviour / alcohol free zones.

7. RISK MANAGEMENT

- 7.1 The risk of not implementing the recommendations contained within the attached report is that it results in the Council not doing all it can to ensure it reduces anti-social behaviour and improve the effectiveness of the alcohol free zones.

8. CUSTOMER IMPLICATIONS

- 8.1 Residents within the District will benefit from the improving situation in respect of anti-social behaviour if the recommendations contained within the attached report are implemented.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

- 9.1 There are no implications directly relating to the recommendations for the Council's Equalities and Diversity policies.

10. VALUE FOR MONEY IMPLICATIONS

- 10.1 There are no value for money implications directly relating to this report.

11. **OTHER IMPLICATIONS**

Procurement Issues - None
Personnel Implications - None
Governance / Performance Management - None
Community Safety (including Section 17 of the Crime and Disorder Act 1998) - Yes, the recommendations relate to preventative measures and working in partnership to reduce anti-social behaviour. It should be noted that the Council has a duty to consider how its actions play a part in crime and disorder.
Policy - None
Environmental - None

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 Street Scene and Community	Yes
Head of Financial Services	Yes
Head of Legal, Equalities and Democratic Services	Yes
Head of Organisational Development and HR	Yes
Corporate Procurement Team	No

13. **WARDS AFFECTED**

13.1 All Wards.

14. **APPENDICES**

14.1 Appendix 1 - Anti-Social Behaviour and Alcohol Free Zones Overview and Scrutiny Report (including appendices).

15. **BACKGROUND PAPERS**

15.1 None

CONTACT OFFICER

Name: Andy C. Stephens
E mail: a.stephens@bromsgrove.gov.uk
Tel.: 01527 881410

This page is intentionally left blank



Overview and Scrutiny **Anti-Social Behaviour & Alcohol Free Zones**

Completed January 2009
OVERVIEW BOARD
Supporting Officer: Andy Stephens



Bromsgrove
District Council
Page 35
www.bromsgrove.gov.uk



BROMSGROVE DISTRICT COUNCIL

REPORT OF THE ANTI-SOCIAL BEHAVIOUR AND ALCOHOL FREE ZONES TASK GROUP

JANUARY 2009

MEMBERS

Councillors C. B. Taylor (Chairman), Mrs. M. Bunker, Miss D. H. Campbell, Ms. H. J. Jones, D. McGrath, D. L. Pardoe, Mrs. C. J. Spencer and C. J. Tidmarsh

TERMS OF REFERENCE

Two scrutiny proposals relating to Anti-Social Behaviour and Alcohol Free Zones were originally considered by the former Scrutiny Steering Board at meetings in February and March 2008 and two separate task groups were initially established. However, following a meeting between the Leader and the Chairmen of the former Scrutiny Steering Board, Audit Board and Performance Management Board, it was suggested that the two groups be amalgamated to form a single task group. This was discussed and agreed by the Scrutiny Steering Board on 1st April 2008 and it was at this meeting that Councillor C. B. Taylor was appointed Chairman of the new amalgamated Task Group.

At the subsequent Board meetings held on 29th April 2008 and 22nd May 2008, the membership of the Task Group was agreed along with the following terms of reference:-

"To examine the causes of anti-social behaviour in 11 - 17 year olds, taking into account the Council's policies and the public perception and definition of this problem; also, to examine the use and effectiveness of 'alcohol free zones', looking into the impact on crime, public disorder, enforcement levels and the general effect of drinking in public places."

The full scoping checklist completed by the appointed Chairman and agreed by the former Scrutiny Steering Board is attached at Appendix 1.

The former Scrutiny Steering Board considered additional membership requests at its meeting held in June 2008 which were agreed.

The first meeting of the Task Group was held in June and it was requested that the Task Group should report to the Board November / December 2008. However, partially due to the changes with the Overview and Scrutiny structure and partially due to the large remit of the Task Group, the Task Group was given an extension to January / February 2009.

SUMMARY OF RECOMMENDATIONS

1. Enhance lines of communication with partners (High Priority)

It is recommended that the District Council work with its partner agencies to enhance lines of communication to inform the local media of events and good news stories with a view to encouraging more good publicity about young people, and thereby reduce the negative judgments placed on younger people in general.

2. Visible policing within the local community (Medium / High Priority)

It is recommended that, whilst both the increased number of Police Community Support Officers and the enhanced powers granted of the District Council's Neighbourhood Wardens are to be welcomed, the North Worcestershire Division of the West Mercia Constabulary be urged to present a more visible presence in both the local community and at public events in order to maintain a low level of anti-social behaviour within the District.

3. Tackling anti-social behaviour by way of Fixed Penalty Notices (Medium / High Priority)

It is recommended that, given the support shown by residents for fixed penalty notices as a means of tackling anti-social behaviour and drinking in an 'alcohol free zone', the Council investigate the feasibility of introducing Penalty Notices for such disorder.

4. Maximise use and effectiveness of CCTV (Low / Medium Priority)

It is recommended that, where lighting around the Council's CCTV cameras is negligible or non-existent, especially within designated 'alcohol free zones', the Council investigate enhancing visibility by either introducing additional lighting and / or additional CCTV cameras and, if this should be feasible, whether funding may also be available from the police.

Financial Implications to Recommendations

The Task Group considers that there are no direct financial implications to its recommendations. However, even if there are no direct costs, officers are likely to incur an indirect impact in terms of costs as a result of time spent implementing approved recommendations. Any costs resulting from improvements to the CCTV system could be met from the existing CCTV budget, together with any additional funding which may be available from the police.

The Task Group believes that approval and consequent implementation of the recommendations would be a step in the right direction in addressing the issues outlined in the report.

Officer Actions Supported by Task Group

The Task Group were encouraged to hear of the multi-agency approach being taken in respect of anti-social behaviour within the district. The approach taken by the Crime and Disorder Reduction Partnership, with the active involvement of the Council's Community Safety Partnership Team and the Police, has a direct impact on the levels of anti-social behaviour within the district. Together with the 'Alcohol Free Zones' which have already been designated, the powers available to the Police, Community Service Officers and the District Council's own Neighbourhood Wardens can have a positive effect on anti-social behaviour levels within the District.

Furthermore, the Task Group recognised that the Council, in partnership with other local agencies; for example, Worcestershire County Council's Youth Strategy Service and sports clubs; promote and encourage diversionary activities for younger people, including sustainable youth clubs, sports training and other interest groups. It was noted that the Council also works with the eight Herefordshire and Worcestershire local authorities, two Primary Care Trusts, the University of Worcester, Sport England, National Governing Bodies of Sport and other key organisations for the provision of sport and active recreation facilities in Bromsgrove and within the two counties. The Task Group were pleased to note that the Community Safety Partnership Team continue to work very closely with, and promote the work undertaken by, the Crime and Disorder Reduction Partnership in order to maximise potential and minimise duplication of efforts.

Issues considered which were not included within Recommendations

The Task Group was aware from the outset that its terms of reference and subject area covered a large number of issues. In seeking to maintain its focus on the issues of most importance, the Task Group was careful to remain true to the terms of reference.

For example, the Task Group considered the effects that alcohol can have on young people and the related long-term health implications. In addition, the availability of support groups and advice centres for drug and alcohol abuse were discussed, but it was felt that these were issues which, whilst important to be available to younger people in need of help and encouragement, were not essentially being investigated by the Task Group. However, the Task Group's recommendations have been indirectly influenced by the very useful evidence presented by the external witnesses, full details of which are included within the main part of the report.

A number of other issues were discussed as part of the overall consideration of the main topics are indicated below. However, these have not formed part of the Task Group's recommendations:

- Pricing policy / Availability of "cut-price" alcohol deals.
- Greater involvement of substance (drug and alcohol) support groups.
- Proposals, and locations, for additional 'alcohol free zones'.
- Licensing of pubs, clubs and supermarkets.
- Effect of nationwide no-smoking ban on the Licensed Trade.
- Provision of byelaws as a means of enforcement.

BACKGROUND AND METHODOLOGY

The Anti-Social Behaviour and Alcohol Free Zones Task Group identified three areas it wanted to subject to detailed overview and scrutiny:

- The levels and types of anti-social behaviour among 11 to 17 year olds which were being recorded and the public perception of the problem;
- The effectiveness of 'alcohol free zones' and related enforcement issues;
- How the District Council, together with its partner agencies, can tackle issues and problems in respect of anti-social behaviour through the use of 'alcohol free zones' and other, more positive, methods.

Our findings on each of these areas, and the recommendations we have made, are set out within the report:

1. Anti-social behaviour - what is it and how big a problem is it?
2. Enforcement of 'alcohol free zones'.
3. Responsibilities and priorities for action.

A Summary of the Task Group's recommendations is provided on page 2.

The Task Group endeavoured to take an evidence based approach, together with seeking feedback from members of the public and head teachers of middle and high schools within the District. Full details of independent witnesses who attended our meetings, Council officers who provided advice and assistance, and other evidence we considered are listed in Appendix 2.

The methodology used in this overview and scrutiny exercise to make enquiries and gather evidence involved:

- Review of documentation;

A number of other local authorities within England have carried out their own overview and scrutiny of anti-social behaviour and 'alcohol free zones'; for example, Redditch Borough Council, Birmingham City Council, Dover District Council and Swindon Borough Council. However, none of these have covered both topics at the same time.

The Task Group found that, in general, the findings in these overview and scrutiny reports were not entirely relevant to its work given that the Bromsgrove District is quite different to the more urban nature of the examples given above.

- Interviewing witnesses;

As part of the review, the Task Group interviewed a number of relevant external witnesses, together with obtaining additional information from several officers of the District Council. The input of the Community Safety Team and the West Mercia Constabulary were central to the work of the Task Group.

A complete list is detailed at Appendix 2.

- Familiarisation with the 'alcohol free zones' within the District;

The Task Group were presented with full details of the ten designated 'alcohol free zones' which had been designated by the District Council since 2003. This included a copy of the location plans which were published as part of the Designation Orders, together with a written description of the area covered by each Order.

- Written evidence and feedback;

The Task Group sought additional evidence and information from the head teachers of the local middle and high schools within the district, especially in terms of the education of younger people in respect of drugs/alcohol and their effects on health. Furthermore, a press release was issued at the commencement of the overview and scrutiny exercise encouraging the public to submit their views, comments and suggestions for the Task Group to consider. The Task Group was also publicised on the Council's web-site, together with a facility for members of the public to submit their views electronically. Unfortunately, however, Members noted that, for this particular topic, there was limited feedback by way of these methods.

FINDINGS AND RECOMMENDATIONS

The Task Group investigated three main areas: 1. Anti-social behaviour - what is it and how big a problem is it; 2. enforcement of 'alcohol free zones'; and 3. responsibilities and priorities for action.

The Task Group found:

In respect of 1. - Definitions and types of anti-social behaviour, and the causes, whether real or perceived.

In respect of 2. - The locations of the designated 'Alcohol Free Zones' within the Bromsgrove District, the powers of the law enforcement agencies (including the District Council's own Neighbourhood Wardens) and their effectiveness in combating alcohol-related anti-social behaviour.

In respect of 3. - The powers available to the police and the District Council in addressing anti-social behaviour, what is being done to address the 'problems' and the priorities for the work that needs to be done in future to ensure anti-social behaviour is minimised as much as possible.

Anti-Social Behaviour

In order to consider Anti-Social Behaviour within the District, the Task Group searched for a definition which could help in their discussions. The definition of anti-social behaviour under the Crime and Disorder Act 1998 is that it is 'behaviour likely to cause alarm, harassment or distress to members of the public not of the same household as the perpetrator'. Alternatively, the Home Office also state that 'anti-social behaviour includes a variety of behaviour covering a whole complex of selfish and unacceptable activity that can blight the quality of community life'. Examples are detailed in Appendix 3. Locally, however, the Crime and Disorder Reduction Partnership Tasking Group has adopted the following: "Acting in an anti-social manner as a manner that caused or was likely to cause harassment, alarm or distress to one or more persons not of the same household as the perpetrator."

The Task Group considered a large number of reasons why anti-social behaviour occurs. In its 2004 report 'Research Development & Statistics, ASB - A collection of published evidence', the Home Office identified four main reasons:-

- Family environment (poor parental discipline and supervision, family conflict, family history of problem behaviour and parental involvement/attitudes condoning problem behaviour);
- Schooling & educational attainment (aggressive or bullying behaviour, lack of commitment to school, school disorganisation, school exclusion and truancy patterns, low achievement at school);
- Community life / accommodation / employment (community disorganisation and neglect, the availability of drugs and alcohol, lack of neighbourhood attachment, growing up in a deprived area within low income families, high

rates of unemployment and a high turnover of population, areas where there are high levels of vandalism); and

- Personal and individual factors (alienation and lack of social commitment, early involvement in problem behaviour, attitudes that condone problem behaviour, a high proportion of unsupervised time spent with peers and friends or peers involved in problem behaviour, mental illness, early involvement in the use of illegal drugs and crime).

When hearing from Dave Evans, Operations Manager for Worcestershire County Youth Strategy, the Task Group heard that stress was also a personal factor which many young people may experience, especially as a result of school testing and the expectations of family, friends, teachers and fellow pupils. He stated that the effects of this stress may be the reason behind why many younger people may be tempted to experiment with drugs and / or alcohol which may, in turn, lead to anti-social activities.

Mr. Evans also stated that, as the County's Youth Strategy Service was a part of the Education Department at the County Council, it worked on a range of topics based around leisure and activities for younger people, including Youth Club provision and the development of sport and general diversionary activities for younger people. The Task Group also heard that one of the main issues in providing diversionary activities was that of accessing the "hard-to-reach" groups and individuals; that is, those young people who, apart from having limited or no transportation, a limited ability to pay, and / or a lack of provision and facilities in their immediate area, may be 'socially excluded' through a general lack of interest, motivation or preference.

The Task Group recognised that the Council, in partnership with other local agencies; for example, Worcestershire County Council's Youth Strategy Service and sports clubs; ***promote and encourage diversionary activities for younger people, including sustainable youth clubs, sports training and other interest groups.***

It was also noted that ***the Council also work with the eight Herefordshire and Worcestershire local authorities, the two Primary Care Trusts, the University of Worcester, Sport England, National Governing Bodies of Sport and other key organisations*** for the provision of sport and active recreation facilities in Bromsgrove and within the two counties.

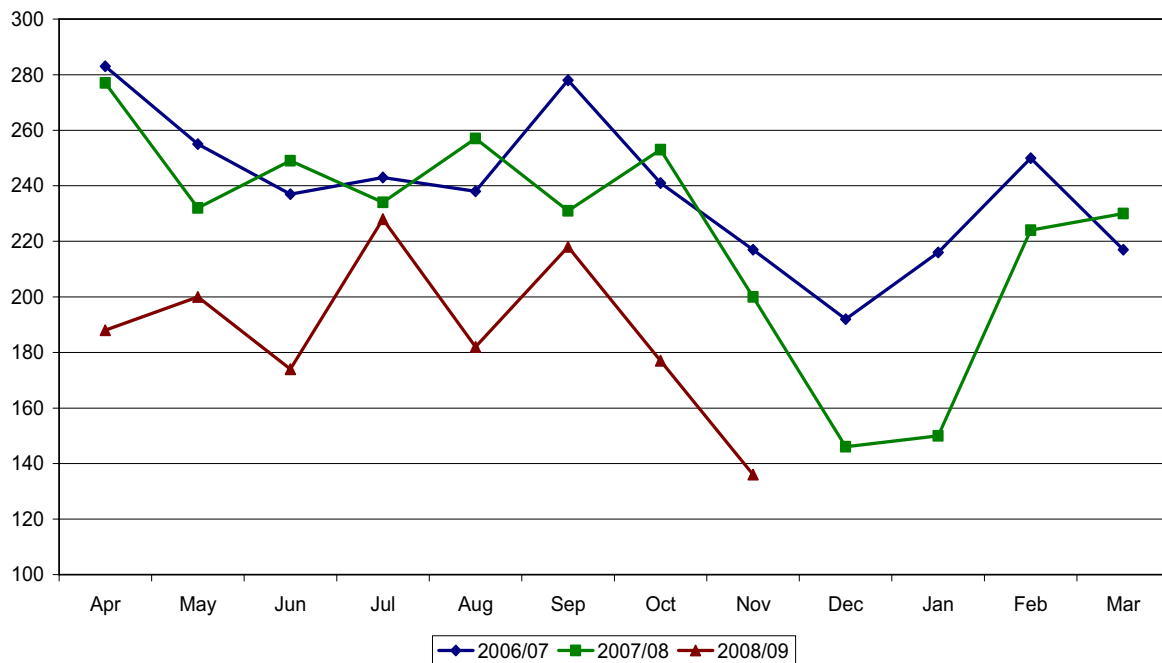
Whilst anti-social behaviour is now a problem in most towns and cities nationwide, Members felt that it merely depends upon the perception of the person who is alleging anti-social behaviour. The Task Group heard from Chief Inspector Tony Love about the process involved when a report of anti-social behaviour is received, stating that the recording of the complaint does not necessarily mean that all anti-social behaviour incidents would be recorded as a crime or that just because a member of the public does not like a particular activity; for example, children playing loudly on a park; that it is, in fact, anti-social behaviour.

Therefore, a persons perception can distort the levels of anti-social behaviour, especially when the behaviour in question may not, in reality, be anti-social. Obviously, the park in the above example, is there for younger people to play football in anyway.

Recommendation 1	It is recommended that the District Council work with its partner agencies to enhance lines of communication to inform the local media of events and good news stories with a view to encouraging more good publicity about young people, and thereby reduce the negative judgments placed on younger people in general.
Priority	High - The Task Group believes that the public perception of anti-social behaviour is worse than official statistics indicate. Additional involvement of the local media at an early stage may ensure achievement of "quick-wins" in the near future and better inform members of the public what does, and what does not, constitute anti-social behaviour.
Financial Implications	There are no direct financial implications. However, as with all recommendations, there may be officer time required which may incur indirect financial implications. Making maximum use of the Council's Communications Team may be a viable way in which to enhance the work of both the Community Safety Partnership Team and Crime and Disorder Reduction Partnership.

The Task Group considered how 'bad' (or not) the situation was within the Bromsgrove District. The chart shown below indicates that there has been a larger than 6% reduction in the number of incidents between the full financial years 2006/07 (2,867 incidents) and 2007/08 (2,683), and a greater than 20% reduction in the year to date (April to October 2008 - 1,367) when compared to the same period in both 2006/07 (1,775) and 2007/08 (1,733).

Youth Related Anti-social Behaviour Incidents

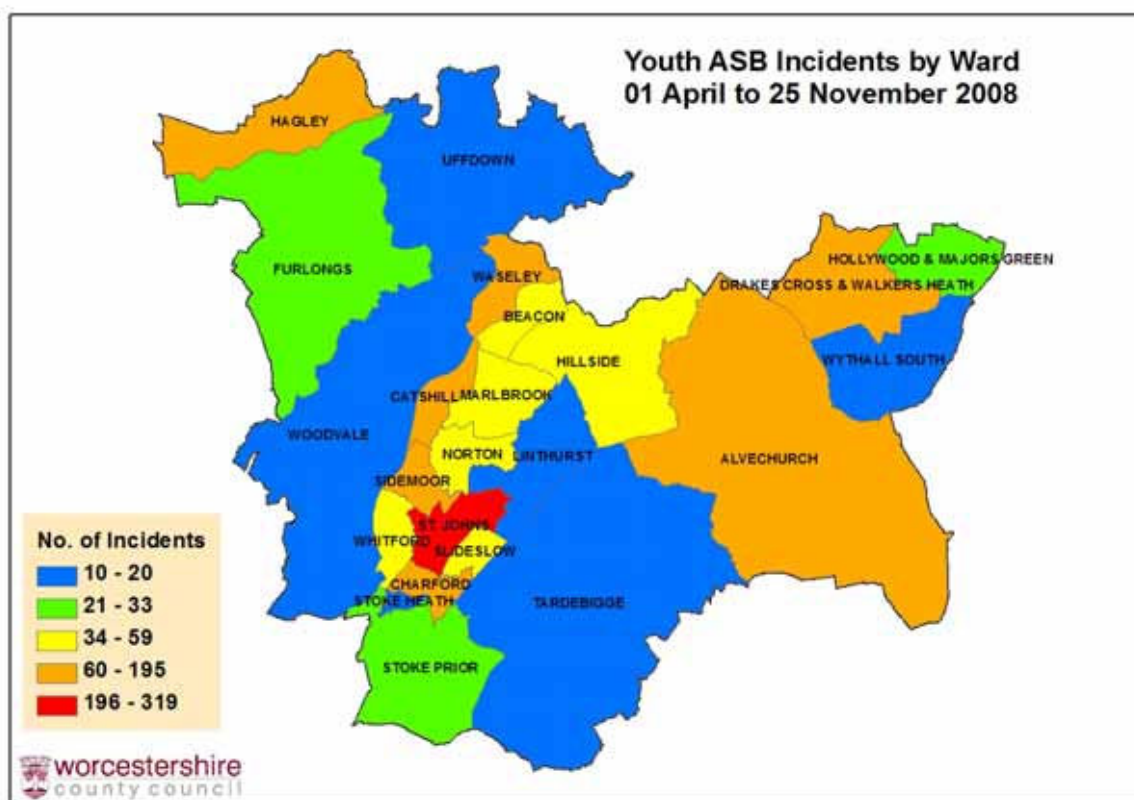


(Source: Operational Information System, West Mercia Constabulary).
 (Note: November 2008 indication does not relate to a full month).

The Task Group considered that this shows a decreasing trend in the level of anti-social behaviour within the Bromsgrove District, and that this has been shown by the fact that the level of youth related incidents during 2008/09 to October has been consistently below that of previous years. Furthermore, peaks and troughs in the chart above have tended to coincide with certain events at times of the years. For example, the spring and summer months for 2006/07 generally show higher levels of anti-social behaviour than in the winter.

However, the Task Group were of the opinion that certain events such as Hallowe'en and 'Bonfire Night' were the most likely reason of higher levels. In addition, it was noticed that incidents during the periods 2006/07 and 2008/09 (to 25th November 2008) incidents tend to correlate as seen on the chart (although the latter period is obviously lower), whilst there was a fall in anti-social behaviour in July 2007. Bearing in mind the heavy rainfall during that month, the Task Group concluded that youth related anti-social behaviour was influenced to a large extent by the seasonal conditions.

The Task Group also considered where most of the anti-social behaviour was occurring within the District, as indicated on the diagram below.



Over 90% of the District designated Green Belt, the largely rural nature tends to confine anti-social behaviour to the urban areas and larger settlements. During the period from 1st April 2008 to 25th November 2008, youth related anti-social behaviour was most prevalent in the St. John's Ward area of the District and, in terms of the more built-up areas, is followed by Charford, Sidemoor, Catshill and Waseley Wards.

However, the Task Group noted that levels of youth anti-social behaviour within the Wards of Hagley, Alvechurch and Drakes Cross and Walkers Heath appeared to be at similar levels to these more built-up area, most likely due to there being larger settlements of population together with a greater concentration of retail and business premises.

Recommendation 2	It is recommended that, whilst both the increased number of Police Community Support Officers and the enhanced powers granted of the District Council's Neighbourhood Wardens are to be welcomed, the North Worcestershire Division of the West Mercia Constabulary be urged to present a more visible presence in both the local community and at public events in order to maintain a low level of anti-social behaviour within the District.
Priority	Medium / High - The Task Group considered that visible policing acts as an effective deterrent to anti-social behaviour.
Financial Implications	There are no direct financial implications. However, as with all recommendations, there may be officer time required which may incur indirect financial implications. However, officer time needs to be used effectively and, in this case, be seen to be used effectively.

The Task Group were pleased to note that the Community Safety Partnership Team continue to work closely with, and promote the work undertaken by, the Crime and Disorder Reduction Partnership in order to maximise potential and minimise duplication of efforts.

Alcohol Free Zones (Designated Public Places Orders)

The Task Group noted that the Police and Criminal Justice Act 2001, which came into effect in September 2001, enabled local authorities to adopt powers to deal with the problems of anti-social alcohol drinking in public places. The intention of the legislation was to reduce the incidents of anti-social behaviour, public disorder and public nuisance from alcohol consumption in designated public places.

Once a Designated Public Places Orders (DPPO) is in place, a Police Officer, Community Support Officer or Neighbourhood Warden can use their confiscation powers to enforce the restriction. It is not an offence to consume alcohol within a designated area, but failure to comply with an officer's requests to stop drinking and surrender alcohol without reasonable excuse is.

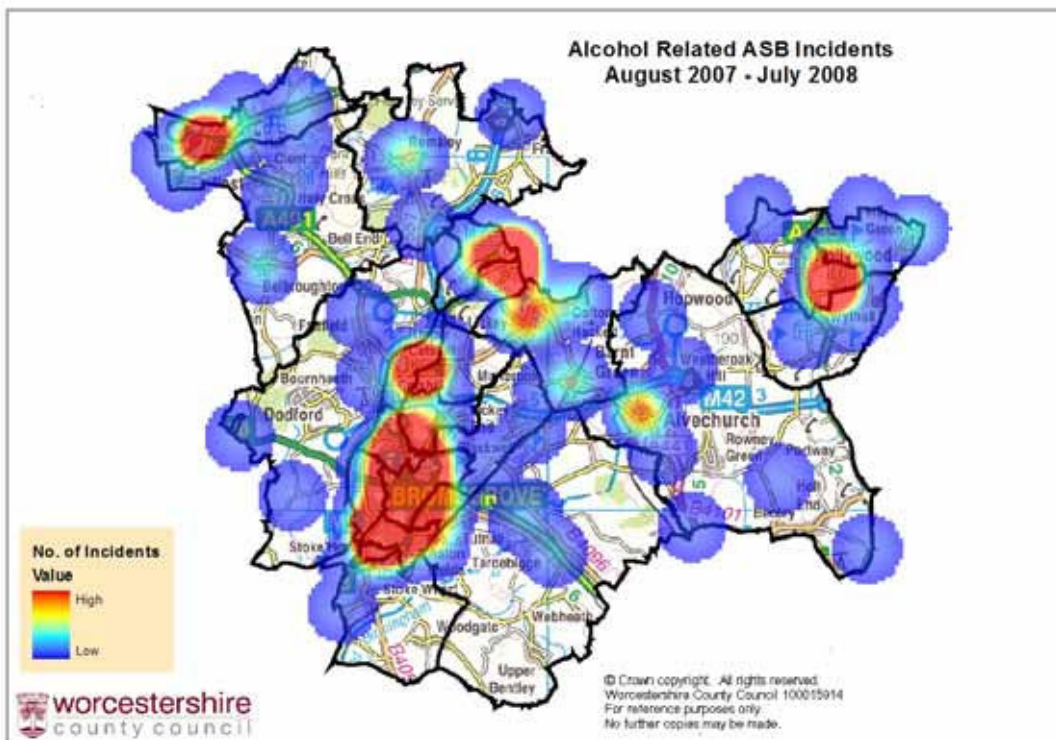
If an officer suspects that a person has recently consumed alcohol or intends to consume alcohol in a DPPO, in order to prevent public nuisance and disorder which the officer considers may be likely as a result, he can require that person to (i) stop drinking alcohol (or anything which is believed to be alcohol); (ii) hand over the containers they are drinking from (whether sealed or unsealed); and (iii) hand over any other containers which are believed to contain alcohol).

Penalties for failure to comply with an officer's request include:-

- a penalty notice for disorder of £50;
- arrest and prosecution for a maximum of £500; and / or
- bail conditions to stop the individual from drinking in public

Throughout its investigation, the Task Group were confident that there was a clear link between the consumption of alcohol and anti-social behaviour. Statistics recorded on the West Mercia Constabulary Operational Information System demonstrate that alcohol related incidents peak over a weekend, with Friday night being the peak night for disorder.

A schedule of the Designation Public Places Orders made under this legislation by the Council has been provided for information at Appendix 4. The Task Group found that the St. John's Ward, which incorporates Bromsgrove Town Centre was, by far and away, the ward where most alcohol related incidents of anti-social behaviour occurred, accounting for 24% of the total alcohol-related incidents. The ward also includes Sanders Park where there are known to be issues relating to youths drinking. In fact, alcohol-related incidents increase in some of the more rural locations merely due to youths gathering in open spaces and drinking; the Task Group found this to be true of a majority of incidents reported in Hagley, Rubery, Wythall and Catshill.



The Task Group found that, although a large number of incidents occurred within the 'alcohol free zones' themselves, the powers available to the Police were preferable to those of a byelaw, which effectively banned drinking in an area. If an officer considered that drinking alcohol would not lead to anti-social behaviour or public disorder (for example, a family picnic in the park, or a ceremonial / traditional

occasion such as the Bromsgrove Court Leet's "ale tasting" event), or if a person complied with the officer's request, then the alcohol would be confiscated or disposed of. Under a byelaw, an arrestable offence would have been committed. The powers created by the DPPO allow officers to use discretion and attempt to deter people, only using the power of arrest if they did not comply with the request. Furthermore, the Task Group heard that these powers were also being used when dealing with people leaving pubs and clubs late at night.

Members of the Task Group questioned why the police had not supported recent requests to the Licensing Committee for two areas in Charford, Bromsgrove, to be designated as 'alcohol free zones'. Chief Inspector Love's response was that the two areas referred to were not considered to be priorities for such designation as there were other areas which had been identified as being more problematical. Some areas of the district were generating 10 - 12 times the volume of recorded calls about anti-social behaviour than those referred to in Charford.

The Task Group heard that young people under the age of 18 who were found to be in possession of alcohol were already covered by legislation separate from that relating to 'alcohol free zones'. It was stated that possession of alcohol by under-age persons was an offence which often led to that person being escorted home, and their parents would then be informed of the incident. The Police consider the prevention of the consumption of alcohol as a major factor in reducing anti-social behaviour and, to this end, resources were being targeted at ensuring that alcohol does not get into the hands of under 18's.

According to the West Mercia Crime and Safety Survey 2008, 67% of respondents agreed that under-age drinking was a problem in their local neighbourhood, with 55% thinking people being drunk or rowdy in public places was a problem. Under-age drinking was also the 3rd ranked issue to feature in residents opinions of which problems should be addressed first, with 24% of people listing it in their top 3; and increase of 8% on the previous year. 64% of residents agreed that the use of fixed penalty notices to tackle anti-social behaviour would be an effective approach. 73% agreed that this approach should be used to tackle drinking in an 'alcohol free zone'. On the whole, according to the June 2008 Citizens Panel Survey, 54% of Bromsgrove participants in the survey thought that drunk people or people drinking in the streets was a problem in the area, be it major or minor, compared to an average of 45.6% of people across Worcestershire. However, it must be borne in mind that these statistics only give an indication of the perceived problem.

Members noted that Fixed Penalty Notices (and Penalty Notices for Disorder) are both one-off fines issued for anti-social behaviour. Fixed penalty notices generally deal with environmental offences such as litter, graffiti and dog fouling, and can be issued by local authority officers and police community support officers to anyone over 10 years old.

Examples of offences for which a notice might be issued are:

- littering
- graffitiing or fly posting
- causing so much loud and annoying noise that your neighbours complain

The Task Group found that Penalty Notices for Disorder are issued for more serious offences, such as throwing fireworks or being drunk and disorderly and can be issued to anyone over 16 years old. They were introduced to address low-level anti-social behaviour, while also reducing police bureaucracy and paperwork.

Examples of offences where a penalty notice for disorder may be issued include:

- intentionally harassing or scaring people
- being drunk and disorderly in public
- destroying or damaging property
- petty shoplifting
- selling alcohol to underage customers
- selling alcohol to somebody who is obviously drunk
- using fireworks after curfew

Both types of penalty notice are not the same as criminal convictions but failure to pay the fine may result in higher fines, or imprisonment.

Recommendation 3	It is recommended that, given the support shown by residents for fixed penalty notices as a means of tackling anti-social behaviour and drinking in an 'alcohol free zone', the Council investigate the feasibility of introducing fixed penalty notices for such disorder.
Priority	Medium / High. The Task Group considered that "on-the-spot" enforcement acts as an effective deterrent to anti-social behaviour, and reduce the likelihood of drinking alcohol within designated 'alcohol free zones'.
Financial Implications	There are no direct financial implications. However, as with all recommendations, there may be officer time required which may incur indirect financial implications. However, officer time needs to be used effectively and, in this case, be seen to be used effectively.

What can be done in the future?

It appears that anti-social behaviour and alcohol-related incidents in Bromsgrove have, by and large, been following a decreasing trend over the last few years. The Task Group heard that robust policing of the main areas of concern has encouraged this reduction in anti-social behaviour, as well as crime in general, assisted by the active involvement of the Council's Neighbourhood Wardens in conjunction with the Crime and Disorder Reduction Partnership and the local policing teams. The Police, Community Support Officers and Neighbourhood Wardens try to obtain a balance in prioritising certain areas whilst maintaining general good order throughout the district, especially bearing in mind that a large percentage of the anti-social behaviour within the district appears to be caused by a small percentage of young people.

The approach promoted by the Police has also prevented anti-social behaviour being caused by young people from outside the Bromsgrove District. Tackling anti-social behaviour has been the main subject, or an incorporated feature, of the Crime and Disorder Reduction Partnership Tasking Group since April 2007, and was the main focus of every meeting between April and August 2008. As well as adopting it's own definition of anti-social behaviour, the Partnership Tasking Group have decided to focus it's resources on the following types of anti-social behaviour:

- Fireworks
- Harassment Incident
- Nuisance Neighbours
- Nuisance Rowdy Behaviour
- Street Drinking
- Substance Misuse
- Vehicle Nuisance

Furthermore, the Crime and Disorder Reduction Partnership Tasking Group also establish a geographical focus, determined on a monthly basis in accordance with the rates of reported anti-social behaviour. In an average month, analysis shows that reports of anti-social behaviour occur in the St. John's, Charford, Sidemoor, Catshill, Waseley, Hagley and Hollywood and Drakes Cross Wards within the District.

There are risks involved with not tackling anti-social behaviour, whether alcohol-related or not. The perception of the problem is already rather negative; however, Members of the Task Group considered that alcohol-related youth anti-social behaviour could lead to an increase in admissions to hospital, could have significant sexual health risks and could also impact on achievement in school, which can have a longer term effect on employment prospects.

At night, the perception of the urban areas, the town centre and main village settlement centres is a somewhat negative one. The public seem to feel that these are unpleasant places to be, filled with rowdy, drunken people. The same could be said of Sanders Park, and other parks within the district, which have a reputation as places where young people gather and drink alcohol. As a consequence, other residents avoid these areas and, in some cases, the areas themselves can become run-down and untidy as a result.

The Task Group felt that the redevelopment of the town centre may, for example, create a sense of ownership and local pride, meaning that people may be less likely to damage or deface it, but there are also additional risks inherent to the investment and money spent on the redevelopment. The presence of CCTV cameras, not only in Bromsgrove Town Centre, but in Alvechurch, Hagley, Rubery and Wythall, will act as an additional deterrent to those who may otherwise be the cause of anti-social behaviour. Not only do they allow coverage of most of the 'alcohol free zones' within the District, they give the control room operators a better view when disorder is taking place, thereby enabling better and more responsive enforcement in the key areas.

Recommendation 4	It is recommended that, where lighting around the Council's CCTV cameras is negligible or non-existent, especially within designated 'alcohol free zones', the Council investigate enhancing visibility by either introducing additional lighting and / or additional CCTV cameras and, if this should be feasible, whether funding may also be available from the police.
Priority	Low / Medium - On-going maintenance of the CCTV system is programmed into the CCTV budget. The CCTV cameras in Bromsgrove Town Centre have recently been upgraded to provide better picture quality.
Financial Implications	Any addition or improvements to the CCTV system would have to be met from the existing CCTV budget provision, which could be included as part of the general maintenance programme. The Task Group noted that a bid for an upgrade to the CCTV Control Room in the proposed future capital programme, considered by Cabinet on 7th January 2009 (for £290,000k in 2009/10 and £79K in 2010/11) was to be removed and that officers were instructed to request funding from West Mercia Police to enable the project to be undertaken. In addition Members requested further investigation of the impact of these proposals on the CCTV service. Street lighting improvements would be subject to a separate budget source and dependant on the authority responsible (for example, County or District).

Furthermore, the current 'credit crunch' could lead to increased financial pressures on all households, whether due to low income, redundancy or other financial commitments. This could result in an increase in alcoholism as a means of escape which could then, in turn, increase disorder within the more built-up areas of the district.

The Task Group believed that much of the success which the Crime and Disorder Reduction Partnership, the Council and the Police have enjoyed in the steady reduction of anti-social behaviour had been achieved by a multi-faceted approach. Initiatives for the future propose to maintain a reduction in anti-social behaviour whilst building on the partnership working arrangements with the Council and other agencies. One of the key approaches will be to classify initiatives and actions into prevention, intelligence, enforcement and reassurance.

With specific reference to the 11 - 17 year old age range, this will involve a programme of education involving a range of partners, to advise on the dangers of alcohol consumption and alcohol abuse and sexual and physical health. The Crime and Disorder Reduction Partnership have identified approximately 50 - 60 young people who cause the majority of the anti-social behaviour within the District, and are therefore able to contain the problems within those areas. However, an assessment of licensed premises has been proposed to be undertaken to examine the current and historic situation, with a view to sharing information with partner agencies. It is

anticipated that such an assessment would help identify seasonal differences and, in future, enable archived information to seek to predict future peak times.

The Task Group also welcomed the proposals for an assessment of drinking in open spaces by young people, to include actual consultation with the young persons themselves to try and identify, from the young people themselves, what activities they would like to be provided in order to discourage them from gathering in an unorganised group, with the added problem of under-age drinking. In addition, this would allow for comparisons with other areas and possibly explain why other areas with parks and open spaces may not be having the same problems.

The Crime and Disorder Reduction Partnership also works with the Council in respect of licensing procedures. The Council acts as the administrative intermediary between police and licensed premises, receiving and processing applications, and issuing licences. However, licences are issued in consultation with a number of organisations, including the District Environmental Health Officer, the Fire and Rescue Service, local residents and, of course, the Police.

Conditions may be imposed on licences upon issue and, where the Police have identified problem premises, the use of additional conditions can help to ensure improvements may be made. However, the Task Group were informed that the Council's role is purely administrative, and that there was little more that could be done than to act on the advice of the Police, when dealing with an application.

Chief Inspector Love informed the Task Group that the police consider the prevention of the consumption of alcohol as a major factor in reducing anti-social behaviour and, to this end, resources were being targeted at ensuring that alcohol was removed from the streets. Furthermore, off-licences were being targeted in conjunction with Trading Standards, with a view to ensuring that alcohol was not being purchased by under-aged youths, as well as seeking to prevent 'proxy sales', where alcohol is purchased by an adult for consumption by under-age youths. Off-licences causing particular problems would be subject to prosecution and / or measures by the Council's Licensing Committee.

The Task Group heard that reviewing premises licences represents a key protection for the community where problems associated with the licensing objectives; namely, the prevention of crime and disorder, public safety, prevention of public nuisance and protection of children from harm; are occurring after the grant or variation of a licence. At any stage, during the life of a licence, a responsible authority or an interested party (local residents or local businesses) may ask the licensing authority to review the licence because of a matter arising at the premises in connection with any of the four licensing objectives. **However, licensing authorities may not initiate their own reviews of a licence.**

In every case, the representation must relate to a particular premises for which a premises licence is in existence and must be relevant to the promotion of the four licensing objectives. A complaint relating to a general situation, say, in Bromsgrove High Street, should generally not be regarded as a relevant representation unless it can be positively tied or linked to a particular premises.

Members noted that it is important to recognise that the promotion of the licensing objectives relies heavily on a partnership between licence holders, authorised

officers, interested parties and responsible authorities in pursuit of common aims. It is good working practice for authorised officers and responsible authorities to give licence holders early warning of their concerns about problems identified at the premises concerned of the need for improvement. A failure to respond to such warning is expected to lead to a decision to request a review.

Upon receipt of a request for a review of a premises licence, the Licensing Sub-Committee has a range of powers on determining a review that it may exercise where it considers them necessary for the promotion of the licensing objectives. The Licensing Sub-Committee may decide that no action is necessary, however if action is necessary, it can take any of the following steps:

- To modify the conditions of the premises licence, which can include the addition of new conditions or any alteration or omission of an existing condition;
- To exclude a licensable activity from the licence; that is, live music;
- To remove the designated premises supervisor;
- To suspend the licence for a period not exceeding three months;
- To revoke the licence.

In recent months, Members noted that ***the Licensing Authority has been invited to attend a sub-group of the Crime and Disorder Reduction Partnership, which was set up to tackle anti-social behaviour.*** There are a number of partners / agencies represented at the Tasking Meetings which provide good opportunities for the Licensing Authority to 'network' with key partners and other responsible authorities, such as Trading Standards, the police, the County Substance Misuse Action Team and officers from the Council's Community Safety Team.

By attending the Tasking Meetings, this allows the licensing authority to offer guidance and assistance to those present when deciding how to tackle anti-social behaviour particularly when it involves licensed premises'. It also offers good lines of communication between the different agencies / partners which helps to encourage more reviews of licences if it is felt necessary.

The Council's Neighbourhood Wardens have a valuable role to play, working with residents and agencies across the District to deliver projects and tackle priorities identified by the Crime and Disorder Reduction Partnership. West Mercia Constabulary has approved the Council's accreditation under the Community Safety Accreditation Scheme arrangements which means that selected organisations and their representatives can have powers to, amongst other things, issue fixed penalty notices, confiscate tobacco and alcohol, and request name and address details. In seeking to prevent crime in the first place, and easing the public fear factor, **the Neighbourhood Wardens are able to act as the "eyes and ears" of the community they serve which contributes to improving the environment and developing the community.**

CONCLUSIONS

In conclusion, the Task Group considers that the most effective method of combating anti-social behaviour is a high visibility presence at key times within problem areas. There will always be a certain level of anti-social behaviour, for various reasons, but the police, together with Community Safety Officers and the Council's Neighbourhood Wardens, help the public feel safe when in the town / village centres, or in local parks. It has to be accepted that staff resources and time are finite but the police have the knowledge to be aware of the problem areas and times. As a result, anti-social behaviour has been shown to be decreasing.

Furthermore, the police state that they will be undertaking a targeted under-age and 'proxy sale' campaign, including messages to parents and adults who provide alcohol for young people, to set down guidelines, promote acceptable behaviour and reassure the public. However, the central education message is anticipated to be delivered by way of a publicity campaign, focussing on alcohol as well as general healthy living themes; for example, there will be a more positive approach to the public message to promote healthier lifestyles in general, including exercise, diet and the effects of alcohol.

The Task Group felt that, if a healthier lifestyle could be adopted by parents, this may lead to an influence on the health of younger people. There are many factors such as weight, fitness, alcohol, healthy eating and smoking which may have some impact on anti-social behavioural issues. The Council already regularly assist the police in terms of publicity to all households within the District by way of features within the "Together Bromsgrove" magazine, published by the Council, in which space is automatically set aside for promotional material by the local Policing Division of the West Mercia Constabulary.

The 'alcohol free zones' within the District are merely another method of controlling anti-social behaviour. There is a common misconception that DPPO's make drinking alcohol in a designated area illegal; as can be seen from the above, they clearly do not. They simply give an officer the discretion to decide whether anti-social behaviour or public disorder may result from the consumption of alcohol. Their effectiveness depends, first of all, on whether they are correctly enforced and, secondly, on whether youth-related anti-social behaviour is being managed by the enforcement authorities. However, the Task Group considered that this misconception may work in favour of the enforcement authorities whereby people may *think* that it is illegal to drink within an 'alcohol free zone' because of the warning signs and threat of a fine.

The Task Group acknowledges that anti-social behaviour would be impossible to eradicate completely. However, Members believe that, from its investigations and findings, the multi-agency approach being taken by the District Council, Worcestershire County Council, the Police, Trading Standards and the Crime and Disorder Reduction Partnership is having a beneficial impact in combating youth-related anti-social behaviour.

REVIEW

The Anti-Social Behaviour and Alcohol Free Zones Task Group will reconvene in 12 months time in order to carry out a review of the outcome of its report, and to examine which, if any, of the recommendations were approved and implemented and the effectiveness of these actions.

As stated on page 3 of this report, the Task Group were very well aware that the subject matter for the overview and scrutiny investigation covered a large number of topics, and it was therefore essential that the information received and related discussions remained in accordance with the Terms of Reference. The Task Group considered that identifying the causes of anti-social behaviour was only one part of the process in tackling the problem. The work undertaken by the combined membership of the Crime and Disorder Reduction Partnership in addressing the anti-social behaviour problems at 'street level' is of more importance to the sense of community and well-being of residents of, and visitors to, the District.

Councillor C. B. Taylor

Chairman of the Anti-Social Behaviour and Alcohol Free Zones Task Group

Contact Officer

Name: Andy C. Stephens

Email: a.stephens@bromsgrove.gov.uk

Tel: 01527 881410

SCRUTINY EXERCISE SCOPING CHECKLIST

This form is to assist Members to scope the scrutiny exercise in a focused way and to identify the key issues it wishes to investigate.

When the Board decides to set up a Task Group to scrutinise a particular subject, the appointed Chairman of the Task Group should complete this checklist. Completed forms will be considered by the Board and by the Task Group as a whole at the Task Group's first meeting.

- General Subject Area to be Scrutinised:

Anti social behaviour in 11 to 17yr olds and use of alcohol free zones in the district of Bromsgrove

- Specific Subject to be Scrutinised:

To examine the causes of anti social behaviour in 11-17 yr olds, taking into account the Council policies and the public perception and definition of this problem; also to examine the use and effectiveness of AFZ looking into the impact on crime, public disorder, enforcement levels and the general effect of drinking in public places.

- Should the relevant Portfolio Holder(s) be invited to give evidence? **YES**

- Should any Officers be invited to give evidence? **YES**

If yes, state name and/or post title:

J.Godwin, Youth Officers, Sports development Officers, others as appropriate.

- Should any external witnesses be invited to give evidence? **YES**

If so, who and from which organisations?

Police, Social Services, Youth Groups, Sports Clubs

- Should the Task Group receive evidence from other sources other than witnesses?

YES

If so, what information should the Task Group wish to see and from which sources should it be gathered?

To be decided by the Task Group

- Should a period of public consultation form part of the Scrutiny exercise? **YES**

If so, on what should the public be consulted?

To be decided by the Task Group

- Have other authorities carried out similar scrutiny exercises? **YES/NO***

If so, which authorities?

Unsure to be investigated

What were their conclusions and what can we learn from them?

- Will the Scrutiny exercise cross the District boundary? **YES/NO***

If so, should any other authorities be invited to participate?

A possibility that needs to be investigated

- Would it be appropriate to co-opt anyone on to the Task Group whilst the Scrutiny exercise is being carried out? **YES/NO***

If so, who and from which organisations?

To be decided by the Task Group

- What do you anticipate the timetable will be for the scrutiny exercise?

4 months maximum

- Approximate number of Task Group Meetings?

Unknown

Signed:

Kit Taylor

Chairman of behalf of the:

Anti social behaviour and Alcoholic free zones

Task Group

Date:

13.04.08

Please return completed forms to:

Della McCarthy
Committee Services Officer
Legal, Equalities and Democratic Services
Bromsgrove District Council

A list of those the Task Group consulted

The Task Group considered evidence from the following sources before making its recommendations:

Witnesses

Tony Love - Chief Inspector, West Mercia Constabulary
Dave Evans - Operations Manager, Worcestershire County Youth Strategy
Alan Ford - Service Leader, SPACE - Worcestershire County Young People's Substance Misuse Service

Officers

Emma Barton - Health Improvement Practitioner
John Godwin - Acting Head of Culture and Community Services
Graham Rocke - Community Safety Manager
Chris Santoriello-Smith - Senior Neighbourhood Warden
Sharon Smith - Principal Licensing Officer

Feedback

Wendy Taylor - Headteacher, St. John's Middle School, Watt Close, Bromsgrove
David Thurbon - Headteacher, Waseley Hills High School, School Road, Rubery
John Pardoe - Local resident

Written evidence

Emily Humphreys - Crime and Disorder Reduction Partnership (CDRP) / Bromsgrove Community Safety Partnership

Types of anti-social behaviour

The Home Office published a comprehensive list of the types of anti-social behaviour in "Defining and Measuring Anti-social Behaviour" (2004):

Misuse of public space

Drug / substance misuse and dealing:

- Taking drugs
- Sniffing volatile substances
- Discarding needles / drug paraphernalia
- Crack houses
- Presence of dealers or users
- Street drinking

Street drinking

Begging

Prostitution

- Soliciting
- Cards in 'phone boxes
- Discarded condoms

Kerb crawling

- Loitering
- Pestering residents

Sexual acts

- Inappropriate sexual conduct
- Indecent exposure

Abandoned cars

Vehicle-related nuisance and inappropriate vehicle use

- Inconvenient / illegal parking
- Car repairs in the street / in gardens
- Setting vehicles alight
- Joyriding
- Racing cars
- Off-road motorcycling
- Cycling / skateboarding in pedestrian areas / footpaths

Disregard for community / personal well-being

Noise

- Noisy neighbours
- Noisy cars / motorbikes
- Loud music
- Alarms (persistent ringing / malfunction)
- Noise from pubs / clubs
- Noise from business / industry

Rowdy behaviour

- Shouting and swearing
- Fighting
- Drunken behaviour
- Hooliganism / loutish behaviour

Nuisance behaviour

- Urinating in public
- Setting fires (not directed at specific persons or property)
- Inappropriate use of fireworks
- Throwing missiles
- Climbing on buildings
- Impeding access to communal areas
- Games in restricted / inappropriate areas
- Misuse of air guns
- Letting down tyres

Hoax calls

- False calls to emergency services

Animal-related problems

- Uncontrolled animals

Appendix 3

Acts directed at people

Intimidation / harassment

- Groups or individuals making threats
- Verbal abuse
- Bullying
- Following people
- Pestering people
- Voyeurism
- Sending nasty / offensive letters
- Obscene / nuisance 'phone calls
- Menacing gestures
- Can be on the grounds of:

Race

- Sexual orientation
- Gender
- Religion
- Disability
- Age

Environmental Damage

Criminal damage / vandalism

- Graffiti
- Damages to bus shelters
- Damage to 'phone kiosks
- Damage to street furniture
- Damage to buildings
- Damage to trees / plants / hedges

Litter / rubbish

- Dropping litter
- Dumping rubbish
- Fly-tipping
- Fly-posting

Summary of 'Alcohol Free Zones' within the Bromsgrove District

NAME OF ORDER	
LOCATION	DESCRIPTION
The District Council of Bromsgrove Designation Order (Various Locations) 2003	
Ryefields Road Recreation Area, Stoke Prior	Area of land to the rear of Stoke Prior First School, Doctors Surgery and Village Hall (OS Grid Ref.: 394427 267216 - 394554 267173)
Shaw Lane Recreation Area, Stoke Prior	Area of land adjacent 206 Shaw Lane (OS Grid Ref.: 394250 266339 - 394243 266407)
Hanbury Road Recreation Area, Stoke Heath	Area of land on the corner of Redditch Road and Hanbury Road (OS Grid Ref.: 394810 268375 - 394938 268485)
The District Council of Bromsgrove Designation Order (Various Locations) 2004 (No. 1)	
Worcester Road, Hagley	A.456 road, service roads and pavements (OS Grid Ref.: 390403 280494 - 390280 279991)
Church Street, Hagley	Road and pavement (OS Grid Ref.: 390333 280244 - 390126 280261)
Sweetpool Nature Reserve, Hagley	Area of land at Sweetpool Nature Reserve (OS Grid Ref.: 389620 279953 - 389694 279784)
Hagley Playing Fields, car parks, allotments, Community Centre and Library, Worcester Road, Hagley	Large area of land (OS Grid Ref.: 390003 280308 - 390374 280393)
Hagley Railway Station, car park and Station Drive, Hagley	Land at Hagley Railway Station (OS Grid Ref.: 390262 280517 - 390076 280437)
The District Council of Bromsgrove Designation Order (Various Locations) 2004 (No. 2)	
St. Chads Park, New Road, Rubery	Area of land forming park (OS Grid Ref.: 398779 277037 - 398971 277223)
Callowbrook Public Open Space, Brook Road, Rubery	Area of land between Hillview Road and Callowbrook Lane (OS Grid Ref.: 398098 277650 - 398595 277322)
Alleyway between Meadowfield Road, and Belmont Road, Rubery	Alleyway (OS Grid Ref.: 399075 276781 - 399113 276849)

Appendix 4

The District Council of Bromsgrove Designation Order (Various Locations) 2004 (No. 4)	
Recreation Ground, Braces Lane, Catshill	Area of land forming recreation ground, car park and approaching pathways (OS Grid Ref.: 397219 274223 - 397085 274314)
Recreation Ground, Lingfield Walk, Catshill	Area of land from Aintree Close, following footpath to Birmingham Road and to the north following the boundary of the housing estate (OS Grid Ref.: 396419 274139 - 396920 274295)
The District Council of Bromsgrove Designation Order (Various Locations) 2004 (No. 5)	
Land at Drakes Cross and Hollywood	Area of land from Silver Street, north to May Lane, east along Shawhurst Lane (including Shawhurst Croft), south via Little Trueman's Heath Farm to Houndsfield Lane, and west to Wythall House, Silver Street (OS Grid Ref.: 407437 276206 - 409104 277163)
The District Council of Bromsgrove Designation Order (Various Locations) 2005 (No. 1)	
Land at Belmont Road and junction with Rednal Hill Lane, Rubery	Roads and pavement incorporating Belmont Road and the junction with Rednal Hill Lane (OS Grid Ref.: 399020 276726 - 399185 276760)
The District Council of Bromsgrove Designation Order (Various Locations) 2006 (No. 1)	
Recreation Ground, Stoke Road, Aston Fields	Area of land forming recreation ground, service road and parking area (OS Grid Ref.: 396577 269605 - 396453 269454)
The District Council of Bromsgrove Designation Order (Various Locations) 2007 (No. 1)	
Bromsgrove Town and surrounding areas	Bromsgrove Town Centre and its immediate environs (From Whitford Road, encompassing Sanders Park; to the north: Bromsgrove Cemetery, Recreation Ground to Stourbridge Road junction with Santridge Lane, All Saints Road to All Saints Church; and to the south: Hanover Place, The Crescent, College Road, Stratford Road to its junction with Blackwood Road, NEW College and south of The Council House to Burcot Lane (OS Grid Ref.: 396632 271481 - 394809 270424)
The District Council of Bromsgrove Designation Order (Various Locations) 2007 (No. 2)	
New Road, Rubery, and Library Way, Rubery	Roads and pavements along New Road, and incorporating Library Way and land on the southern side of Callowbridge Road (OS Grid Ref.: 398435 277091 - 399045 277355)
The District Council of Bromsgrove Designation Order (Various Locations) 2008 (No. 1)	
Land at various locations in Alvechurch	Land forming the village of Alvechurch (OS Grid Ref.: 401874 273166 - 402934 272283)



**This guide can be provided in
large print, braille, CD, audio tape and
computer disc.**



Bromsgrove
District Council
www.bromsgrove.gov.uk



Legal, Equalities and Democratic Services

Bromsgrove District Council, The Council House, Burcot Lane, Bromsgrove, Worcestershire B60 1AA.
Telephone: (01527) 881288, Fax: (01527) 881414, DX: 17279 Bromsgrove
e-mail: scrutiny@bromsgrove.gov.uk

Anti-Social Behaviour / Alcohol Free
Zones –

Report of the Bromsgrove District Labour
Group

Background

The Labour Group has been for sometime aware that there is growing concern regarding Anti-Social Behaviour and that our young people are being demonised by people's perception of anti-social behaviour.

The high level of anti-social behaviour in certain areas of the district plus with the ever increasing recreation facilities (£500,000 in four years) coming mainly from government agencies and the ever growing number of agencies and organisations working in this area, provide the impetus for the carrying out of this scrutiny exercise.

In addition, throughout the district alcohol free zones have been implemented but there is no data to support their success or failure. The Labour Group has supported AFZs and feel now a need to confirm their success or failure.

Terms of reference

To raise awareness and make recommendations

Identify:

- the investment in recreational facilities.
- Schools approach to anti-social behaviour and their links with other agencies.
- Police approach to anti-social behaviour and their links with other agencies/organisations.
- Crime reduction panels role.
- Bromsgrove District Council's role as the catalyst to bring organisations together.
- Sports development

A number of interviews took place with police officers throughout the district concentrating on the areas with the highest Anti-Social Behaviour incidents.

The questions for the police and youth officer were based on those in Appendix 1 and Appendix 2 for the community safety officer and officer responsible for recreation and parks with some complementary questions where necessary.

Police Interview – Rubery Area

Police saw and acted upon Anti-Social Behaviour (ASB) as a priority and identified the ages of those responsible as between 14yrs to 18. ASB was more prevalent with males than females.

The main reason given to the police for ASB was the lack of anything to do. It was also accepted that residents were more concerned about ASB than anything else.

Although the police are working hard in the area, Rubery still has one of the highest levels of ASB in the district and yet the lowest number of Anti-Social Behaviour Orders (ASBO). Thus, there is evidence to demonstrate a possible correlation between high levels of ASB and low ASBO.

It was hard to determine the highest recorded form of ASB. This was due to the fact that ASB covers almost everything. Criminal activities can be included under the umbrella of ASB and reduce crime figures: ASB is recorded as incident not a crime.

Pastoral Care at the local high school seemed to be the closest the school came to being involved with the local community. There were no drop-in surgeries, although, the local police were

now at the final stage of implementing Multi Agency Support Team (MAST). There was evidence to show the majority of those responsible for ASB are local. However, the involvement with the local community is poor and supports the view what goes on outside the school is no business of the school.

However, discussions were now taking place with representatives from the local high school to involve the school more in the community in an attempt to enrich civic pride. Students at the school are to produce hanging baskets to hang outside the police station. In addition discussions initiated by the police to create a Youth Council were on going.

With regard to Alcohol Free Zones (AFZs) the police felt that although they have received a great deal of publicity they could be policed more effectively with the issuing of £50 Fixed Penalty Tickets. Community Safety Officers (CSO) are best placed to this as they are more active in the AFZs, but are not accredited to do so. To date no one has received a fixed penalty ticket.

However, Bromsgrove District Council's Community Safety Team have promised that by next year Neighbourhood Wardens will be accredited to issue Fixed Penalty Tickets. This is the practice both in Wychavon and Wyre Forest.

Police Interview – Bromsgrove South

ASB was a priority and those involved were between 13yrs and 17 years of age. As much as 75% of police time was spent dealing with incidents of ASB. The most reported incidents were criminal damage, the intimidation of other young people and of residents, referred to as ‘nuisance groups’. There were also ever increasing incidents of youths riding mini-motor bikes.

Residents saw ASB as a priority.

Close working relationships are in operation with the MARC, local schools, e.g. a Youth PACT taking place now at South Bromsgrove High School. In addition Bromsgrove District Housing Trust and school welfare officers take part in bi-monthly Inter-agency meetings. There is also a ‘Prevent to Deter’ programme tailored for ASB to get pupils ‘back on the rails’.

Most ASB was carried out by local youths and 80% of ASB incidents were carried out by males, but there was evidence to show there is an ever increasing trend towards females offending. Most ASB was the result of young people having

little else to do; the drinking of alcohol and just wanting to be destructive.

Strong support was given to the creation of Alcohol Free Zones which have been successful in the right areas. But it was felt that creating an AFZ where there is no real need could have a detrimental affect. They may criminalize people when the police already have powers to prevent drinking in public. In addition it could force people to drink elsewhere out of sight when it may be appropriate to know where they are drinking.

No one has been prosecuted for drinking in an AFZ.

Police Interview – Bromsgrove North

Anti-Social Behaviour is a priority and it is estimated that between 60% to 70% of police time was spent on ASB. The age of those responsible was between 14yrs to 18yrs. It was also seen as a priority by local residents.

Could not state the most reported incident of ASB, because they were unable to define concisely a criminal offence and distinguish it from ASB. This was left to the Crime Scrutiny Team at Kidderminster Divisional Head Quarters. It felt it would mainly be youths gathering inappropriately, perhaps in a threatening way.

Relationships with the local schools were felt to be very good and school visits were always welcomed. E.g. drop-in facilities at the local high school.

Most ASB was carried out by local people and was made up of 60% male and 40% female. There was no conclusive evidence whether ASB lead to the criminalising of individuals. It was felt there will always be a small minority that will always be involved in disruptive behaviour.

Reasons for ASB: nothing else to do; lack of organised events and the need for guidance from the home. Youths also felt safe in large numbers. However, to many the very sight of large groups was intimidating (perception). In addition as people become more affluent recorded incidents of ASB increase.

There were close working relationships with Bromsgrove Housing Trust and community wardens were doing their best organising events for young people. But it was felt Bromsgrove District Council sports development could do more. Also the crime reduction panel need to implement more diversionary activities.

The police were looking to see if the Multi-Use Games Areas (MUGA) spread throughout the district could be used for organised events as a means of reducing ASB.

In support of AFZs: it is a very handy tool to deal with problem areas. However, there was a serious lack of enforcement with not one fixed penalty ticket being issued. Youths would soon catch on that there was a lack of enforcement and ignore the AFZ's.

Interview - Community Safety Partnership Officer and Recreation and Parks Officer

The recording of ASB was mainly down to the perception of the receiver. Own data showed a reporting of 300 incidents a year. Most reported incidents were analysed at police head quarters then sent to Bromsgrove District Council.

A review at the moment was being carried regarding the reporting of ASB to remove operator error and distinguish between the natural behaviour of young people and incidents of ASB.

The top five recorded incidents were:

1. Nuisance: youths gathering playing ball games and risking of damage.
2. Vehicle nuisance: boy racers mini motorbikes.
3. Malicious comments to residents.
4. Neighbourhood nuisance: not being community friendly
5. Hoax emergency calls

The age group of those causing ASB were from 13 years of age and upwards. There is insufficient evidence at the moment to

actually substantiate this as it is subjective rather than evidence based.

ASB is a priority and two more sports development officers had now been engaged. However, the number of neighbourhood wardens had been depleted but shortly it should be back to three. Originally there were four.

Diversionary activities being organised: Rubery Football Project, Angling Project, Sports workers to deliver sessions on Multi Use Games Areas (MUGA) in Summer and re-launch of a Boxing Club.

Head teachers had now been invited to attend Crime and Disorder Reduction Partnership (CDRP) meetings, but PFI schools were interested in profit making and showed a lack of interest in working with the community. Reps from the CDRP were also involved in the Inter-agency group and MAST.

The CDRP was working with head teachers to initiate diversionary plans to stop the congregating of youths. In addition support Section 30 orders where necessary.

Most ASB was caused by local people but it did not matter where they came from the important issue was prevention.

Stating it was not local people could well be an excuse to do nothing. Also, ASB was evenly split between males and females as in deed was the consumption of alcohol.

There was little evidence to show those who are involved with ASB go on to be criminals. However, there was a real threat that young people are being demonised by the elderly for what can only be described as natural behaviour of the young.

The Fear of Crime survey put ASB as 3 in the order of priority. It also showed that an aging population fears young people. Older people believe that they are surrounded by a job culture full of hoodies.

The explanation for this could well be due to the fact that young people are better educated and challenge rules more than they did in the past. However, such perceptions have been a major contributing factor for the increase in the recording of ASB.

The CDRP supported AFZs but accept they are not working as expected, mainly because they are resource intensive and thus should be part of a package not 'adhock' as they are at the moment. There is no enforcement although a report will be going to cabinet in September to train Neighbourhood Wardens to issue fixed penalty tickets.

Interview – Rubery Youth Officer

ASB is based on the norms and values of individuals. Some may find gays holding hands offensive while others see that as a sign of freedom of expression and recognition of peoples rights. It is very hard to state why there has been a rise in the recording of ASB as it is based on one's perception and fear.

Many young people are demonised for just expressing their rights but the overwhelming majority respects others. The youth centre runs seminars on how young people can avoid trouble and be streetwise. It also monitors people's behaviour and records their outcomes.

Residents clearly see ASB as a priority as indeed young people do. Young people are the main victims of ASB but this never comes over to the public. Young people have a fear of groups and fear being attacked when they go out.

ASB has meant young people having to sweep their skateboard park clear of glass before use and criminal damage experienced within the youth club.

Young people have a sense of justice and are more likely than any other age group to be mugged, intimidated or being taken advantage of if they have consumed alcohol.

Connections with the local high school are strong with involvement in pastoral care and regular meetings with teachers. There are strong links with the local police and there is police involvement with the youth centre.

There was concern that there were no organised events regarding the skateboard park and the MUGA. This was mainly down to a lack of resources.

There was support for AFZs as it is young people consuming alcohol who are a risk. Many young people through the consumption of alcohol become vulnerable to theft and sexual attacks.

Interview – Director ARTRIX Arts Centre, Bromsgrove

Was not aware of the level of ASB in the district or the most recorded incidents of ASB. Would not comment on whether ASB was a priority for the Centre.

Relationships with local schools was evident with workshops targeting under achievers running through the holidays.

Felt males were mainly involved in ASB but females were catching up. The public perceived groups of young people as threatening. Adolescents like to be different and their culture is to kick against society and this is often perceived as ASB.

ARTRIX works with other agencies such as the police, Pubwatch section of WCC and the extended schools network. There is pressure from the trustees to cover all age groups.

AFZ were seen as a good thing as young people drinking alcohol soon escalates into ASB. However, participation is required by the public to support it. Not aware of any convictions regarding AFZs

Conclusion

Residents accepted criminal activities as separate from ASB and are more concerned with ASB because it affects them directly mainly at their place of residence. Clear evidence that residents see ASB as a priority to be dealt with. This can be supported by the fact that on average 70% of police time was spent dealing with ASB.

There is a consensus that the age group responsible for ASB is from 13 upwards. Also, the main reason given for ASB is the lack of things to do.

The process used for recoding ASB is questionable as there seem to be no clear guidelines regarding what are ASB and what is not. Therefore, crime figures could be reduced by recording crime under the umbrella of ASB. A good example of this is Hoax Calls to the emergency services being recorded as ASB.

However, people's perception plays a role in defining what is natural behaviour for young people and that of ASB. There is reason to believe that affluence means people have a great deal more to lose and are apt to report ASB out of a fear of possible

criminal damage with the elderly in most fear of groups of young people and youth culture.

There does seem to be a lack of understanding regarding young people and ASB. Young people are the main victims of ASB and therefore regard being in large groups as a way of ensuring their safety.

There was little evidence to demonstrate that ASB turns people into criminals, indicating that those with a criminal bent are doing other things than engaging themselves in ASB.

The police in general were involved in local schools and community projects of one nature or another. The CPA and CDPD were also involved with schools, introducing various diversionary activities.

The ARTRIX which is subsidised by the local authority by £120,000 a year did not accept ASB as a priority and over the summer period had no diversionary activities in place for his clientele group.

The £500,000 invested in MUGA's/ Skateboard parks were not being used to their full potential. There were no organised

events even though they are well used and would attract the very clientele group associated with ASB.

There are more than eighteen AFZ throughout the District of Bromsgrove. They differ from short alleyways to the blanket cover of a whole village. There is also evidence of double standards with some recreation grounds singled out as being acceptable for the consumption of alcohol and being refused AFZ orders.

Alcohol Free Zones were welcomed by all those interviewed, but there was dissatisfaction over the lack of enforcement as no one had yet been prosecuted, as well as the ad hoc implementation.

Bromsgrove District Council the body responsible for the implementation of AFZs, had not thought it out clearly and is only now considering its officers to be accredited to enable them to issue Fixed Penalty Tickets.

Recommendations

1. All efforts should be made to stop the demonising of young people with schools working in partnership with local police and local councillors to develop projects that enrich civic pride in the local community.
2. The police to put in place a process that reassures the public that ASB is not being used to reduce crime figures and that Hoax Calls are no longer recorded as ASB but as a crime.
3. Bromsgrove District Council's sports development officers should put the MUGA's/ Skateboard to good use through organised events throughout the district.
4. As part of the service level agreement with Bromsgrove District Council the continuation of the £120,000 subsidy is dependant on the ARTRIX facing up to its responsibilities to develop programmes to reduce ASB.
5. A policy regarding Alcohol Free Zones should be agreed upon by the District Council that is fair and equitable and does not discriminate from one area of the district to another. Consultation should be with those involved at the

sharp end; local police local councillors and other directly interested parties. The Community Safety Team should not be consulted as it is not at the sharp end and not directly involved.

6. The District Council and the police agree to accredit both Neighbourhood Wardens and Community safety Officers to issue fixed penalty tickets to enforce Alcohol Free Zones.
7. Initiatives that reduce ASB such as those seen in certain schools should be shared amongst all interested parties – including local councillors.
8. That the District Council, County Council and Police set up immediately an Anti-Social Behaviour Team with an action plan containing targets to reduce ASB in the district.

Appendix 1

Anti-Social Behaviour & Alcohol Free Zones

Questions:

1. How much of police time is spent on Anti-Social Behaviour (ASB) incidents?
2. The main age group of offenders
3. Do you see ASB as one of your priorities?
4. Which is the most reported form of ASB?
5. How do you work with schools to prevent ASB or how do schools work with you?
6. What are your relationships with schools regarding ASB?
7. Is most ASB carried out by local people?
8. Do you associate ASB more with males than females?
9. Is there any evidence that ASB is the pretext to further and worsening criminal action?
10. How do you rate ASB as a priority in the public eye (1 – 5)?
11. What do think the impetus is for ASB?
12. Do you work closely with any other agencies on the single issue of ASB?

13. How successful in your opinion have Alcohol Free Zones (AFZ) been?
14. Do you support AFZ?
15. How many people have been prosecuted for breaching AFZ?

Appendix 2

Anti-Social Behaviour & Alcohol Free Zones

Questions:

1. How do you describe ASB and record it?
2. The main age group of offenders?
3. Do you see ASB as one of your priorities?
4. Which is the most reported form of ASB?
5. How do you work with schools to prevent ASB or how do schools work with you?
6. Have you an action plan for areas of high ASB?
7. Is most ASB carried out by local people?
8. Do you associate ASB more with males than females?
9. Is there any evidence that ASB is the pretext to further and worsening criminal action?
10. How do you rate ASB as a priority in the public eye (1 – 5)?
11. What do think the impetus is for ASB?
12. Do you work closely with any other agencies on the single issue of ASB?
13. How successful in your opinion have Alcohol Free Zones (AFZ) been?

14. Do you support AFZ?
15. How many people to your knowledge have been prosecuted for breaching AFZ?

BROMSGROVE DISTRICT COUNCIL

CABINET

4TH MARCH 2009

JOINT COUNTYWIDE SCRUTINY REPORT ON FLOODING

Responsible Portfolio Holder	Councillors Mrs. J. M. L. A. Griffiths and P. J. Whittaker
Responsible Head of Service	Executive Director – Partnerships and Projects Head of Street Scene and Community Head of Planning and Environment Services
Task Group Chairman	Councillor M. King (Wychavon District Council)
Our Representatives	Councillors P. M. McDonald and D. L. Pardoe
Key Decision	

1. SUMMARY

- 1.1 To consider the findings and recommendations made by the Joint Countywide Flooding Scrutiny Task Group which are contained within the attached report at Appendix 1.
- 1.2 To assist the Cabinet in coming to a decision, Members are also requested to consider the implications to this Council as detailed in Appendix 2, as well as the views of Overview and Scrutiny Members.

2. RECOMMENDATIONS

- 2.1 Having considered:
 - the recommendations contained within the Joint Countywide Flooding Scrutiny Report (Appendix 1);
 - the implications for this Council (Appendix 2); and
 - the views of the Overview Board and Scrutiny Board (as outlined in paragraphs 3.6 to 3.13 of this report);The Cabinet is requested to decide whether to approve the Joint Countywide Flooding Report.
- 2.2 That the recommendations from the Scrutiny Board as detailed in paragraph 3.14 and 3.15 of this report (highlighted in **bold**) be approved.

2.3 That should the Cabinet be minded to approve the whole or part of Joint Countywide Scrutiny Flooding Report, officers who form the current watercourses officer group be requested to revise its terms of reference and composition in order to address the implications for the District of any approved recommendations contained within the Joint Countywide Scrutiny Flooding Report.

3. **BACKGROUND**

3.1 At the end of 2007, Chairmen of Overview and Scrutiny Committees from all local authorities in Worcestershire agreed, in principle, to the suggestion of undertaking a joint countywide scrutiny.

3.2 In January 2008, the former Scrutiny Steering Board agreed to take part in a joint countywide scrutiny on flooding in Worcestershire. Details of the scrutiny proposal (including terms of reference) and the working arrangements were also considered at the same meeting.

3.3 A representative from each local Council in Worcestershire was nominated and membership was agreed in February 2008 together with a work programme for the Task Group for March 2008 onwards.

3.4 In brief, the Joint Task Group was expected to:

- Review the immediate response to the floods by local/public agencies and the recovery since;
- Consider what action needs to be taken to ensure there is a clear approach to dealing with any future emergency;
- Send comments to the national Pitt Review; and
- Make recommendations to County Council, District and Borough Councils, and other agencies and individuals as appropriate.

3.5 The investigation is now complete and the final meeting of the Task Group took place on 6th November 2008. The final report became available late in November 2008 and the next step is for all relevant organisations involved, to consider the findings and recommendations.

3.6 At the Joint Meeting of the Overview Board and Scrutiny Board held on 2nd December 2008, Members discussed the findings and recommendations. Unfortunately, the Task Group Chairman, Councillor M. T. King from Wychavon District Council, was unable to attend. However, Mr. J. Jordan (Democratic Services Manager from Worcestershire County Council) attended to answer questions, as it was his team who had supported this particular joint countywide scrutiny investigation.

- 3.7 The relevant Portfolio Holders, Councillors Mrs. Mrs. J. M. L. A. Griffiths and P. J. Whittaker, were also invited to attend the meeting to hear from Mr. Jordan and to find out first hand the views of the Overview and Scrutiny Members.
- 3.8 The report was considered in detail. Several comments were made and questions raised which were answered at the meeting relating to a number of issues including: riparian ownership; enforcement and prosecution; recommendations coming out of the Pitt Review; flash flooding; drainage responsibility; flood defence measures; role of County Council, District Council and Parish Councils; responsibilities of other agencies such as Severn Trent, Environment Agency and Highways Agency; emergency planning and sustainability; clearing and maintaining ditches and culverts; role of elected Members; and Gold Command.
- 3.9 The Overview Board and Scrutiny Board agreed that, in relation to Gold Command, the Task Group (when it next meets) should be requested to investigate the possibility of elected Members being appointed as 'Gold' representatives to assist them in providing Community Leadership (and help cascade up to date information to local residents).
- 3.10 Members of both Boards agreed that there is a need for effective communication between all agencies as identified within this scrutiny investigation. Therefore, it is hoped by Overview and Scrutiny Members that the Cabinet will approve the Joint Countywide Scrutiny Report on Flooding.
- 3.11 However, there was some concern regarding resource implications and such implications are not detailed within the report. Therefore, it was agreed that the Executive Director – Partnerships and Projects should be requested to investigate the financial and other implications before the report was considered by the Cabinet. It is hoped this will enable the Cabinet to make a more informed decision. This report is attached at Appendix 2.
- 3.12 The Scrutiny Board (on 27th January 2009) and the Overview Board (on 3rd February 2009) received the information relating to financial and other implications (outlined in Appendix 2) to enable those Boards to put forward any further comments or recommendations to the Cabinet.
- 3.13 The Chairman of the Scrutiny Board had concerns over the staffing resources (i.e. suitably qualified drainage officers) now and in the future but officers stated that joint working or shared services with neighbouring authorities was an option that would need to be investigated.

3.14 After detailed consideration of the implications, the Scrutiny Board recommended that in addition to approving the Joint Countywide Scrutiny Report on flooding, the Cabinet be requested to approve the following:

- (i) that consideration be given to the use of a text messaging service as an additional communication tool to enable the Council to send relevant information/updates to the public in the event of a flood;**
- (ii) that, when next updating any appropriate publication relating to advice on flooding (e.g. 'flooding matters' leaflet or website), the public be reminded that a battery powered radio would be required to enable them to hear radio updates on flooding should utility supplies need to be switched off;**
- (iii) that, although the importance of involving the Parish Councils was understood, Cabinet be requested to consider non-parished areas and the requirement for a single point of contact for those areas;**
- (iv) that the Modern Councillor Programme Steering Group be requested to discuss including emergency planning briefings within the Modern Councillor Programme to ensure all Members had a full understanding of the emergency planning process; and**
- (v) that, with regards to the recommendation relating to an inventory of local equipment held by local farmers which could be used in alleviating flooding and drainage problems, this be widened to include local plant hire stores.**

3.15 With regards to (i) above in paragraph 3.13, it should be pointed out that since the Scrutiny Board Meeting, officers have made enquiries and found that the Environment Agency already offers such a service free of charge (as the Environment Agency has a duty to provide environmental information and it actively encourages the public to request such information direct from them). Anyone can register via their website or by telephone to receive flood warning alerts direct by telephone, mobile, email, SMS text message and fax. Therefore, in light of this information, the Chairman (Councillor D. L. Pardoe) and Vice-Chairman (Councillor S. P. Shannon) of the Scrutiny Board would like to suggest that **the Cabinet considers requesting officers to promote the flood alert service offered by the Environment Agency in any appropriate publication the Council issues in relation to flooding, including the Council's website.**

3.16 Following its meeting on 3rd February 2009, the Overview Board had no additional comments or recommendations.

- 3.17 As requested by Overview and Scrutiny Members, in Appendix 2 of this report, officers have detailed the implications for each relevant recommendation for the District Council. However, as with any Overview and Scrutiny Report, the Cabinet also need to consider and approve all other recommendations contained within the report. A summary of the findings and all recommendations being put forward can be found in Section 10 of the Joint Countywide Report on flooding (see Appendix 1).
- 3.18 The Cabinet may be interested to know that the County Council's Overview and Scrutiny Committee and Cabinet supported the work of the Joint Task Group and approved the report and recommendations at the end of 2008. The same report is in the process of being considered by all other local authorities in Worcestershire.
- 3.19 It is being proposed in this report that should the Cabinet approve the recommendations contained within the Joint Countywide Flooding Scrutiny Report, the implications be addressed through the watercourses officer group. This officer group has already given some consideration to flooding issues as it forms an integral aspect of the District's watercourses. However, it is proposed that the terms of reference and the composition of the watercourses officer group are revised to include flooding and the pursuit of the recommendations contained in the Joint Countywide Flooding Task Group. The Overview Board and Scrutiny Board also support this recommendation.

4. FINANCIAL IMPLICATIONS

- 4.1 The implications for this Council of the Joint Countywide Flooding Task Group Report are detailed in Appendix 2. The financial implications are referred to following each recommendation.
- 4.2 The majority of the recommendations would impact on officer time in development and implementation rather than direct costs.
- 4.3 A small number of recommendations would require further specialist research and development which would require consultancy support or the services of an additional drainage engineer for investigation. These are identified at Appendix 2.

5. LEGAL IMPLICATIONS

- 5.1 The implications for this Council of the Joint Countywide Flooding Task Group Report are detailed in appendix 2. The legal implications are referred to following each recommendation.

6. COUNCIL OBJECTIVES

- 6.1 The attached report relates to Council Objectives 'Improvement' and 'Environment' and relates to the Council Priority 'Climate Change'.

7. RISK MANAGEMENT

- 7.1 The risks for the district vary according to the various implications and recommendations.

8. CUSTOMER IMPLICATIONS

- 8.1 The customer implications vary according to the pursuit of each recommendation. However, there are various common themes around communication, preparation and advice directed towards customers. It is implicitly acknowledged that flooding cannot be prevented, but households and businesses can be given warning, advised on reducing the impact of flooding and informed of their responsibilities.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

- 9.1 Vulnerable people can be more severely affected by the impact of flooding. The report contains reference to vulnerable people and the need to provide advice and support to these people in the case of flooding affecting their homes.

10. VALUE FOR MONEY IMPLICATIONS

- 10.1 Implications for value for money are addressed following those recommendations where this is particularly relevant.

11. OTHER IMPLICATIONS

Procurement Issues – None
Personnel Implications – There are implications for training.
Governance/Performance Management – The role of the parish forum is particularly important in examining the implications for parishes of the report.
Community Safety including Section 17 of Crime and Disorder Act 1998 – None
Policy – None
Environmental – Flooding is a key environmental issue and links to climate change and land drainage matters in relation to care of watercourses and ditches.

12. OTHERS CONSULTED ON THE REPORT

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

13. WARDS AFFECTED

All Wards.

14. APPENDICES

Appendix 1 - Joint Countywide Flooding Scrutiny Report with its 3 appendices

Appendix 2 - Implications of recommendations for Bromsgrove District Council

Appendix 3 - Letter regarding Pitt Review on Flooding from Department for Communities and Local Government

15. BACKGROUND PAPERS

None.

CONTACT OFFICERS

Name: Phil Street, Executive Director – Partnerships and Projects

E Mail: p.street@bromsgrove.gov.uk

Tel: (01527) 881202

Name: Della McCarthy, Scrutiny Officer

E Mail: d.mccarthy@bromsgrove.gov.uk

Tel: (01527) 881407

This page is intentionally left blank

Summer Floods 2007



Worcestershire Joint County and District Councils Scrutiny Report

November 2008

Membership of the Joint Scrutiny Task Group (The Group)

Members



Martin King (Wychavon District Council) Lead Member



Mike Biddle (Malvern Hills District Council)



Liz Tucker (Worcestershire County Council)
John Cairns (Worcestershire County Council) until May 2008



Michael Chalk (Redditch BC)



David Pardoe (Bromsgrove District Council) from May 2008
Peter McDonald (Bromsgrove District Council) until May 2008



Fran Oborski (Wyre Forest District Council)



Geoff Williams (Worcester City Council)

Administrative and Research Support

John Jordan, Suzanne O'Leary (until April 2008) and Stella Wood, from Worcestershire County Council's Scrutiny Team.

Further copies of this report are available from:

Overview and Scrutiny Team
Legal and Democratic Services
Worcestershire County Council
County Hall
Spetchley Road
Worcester
WR5 2NP
Tel: 01905 766916
E-mail: scrutiny@worcestershire.gov.uk
Website: www.worcestershire.gov.uk/scrutiny

Contents

	<u>Page</u>
CHAIRMAN'S FOREWORD	1
EXECUTIVE SUMMARY	3
SECTION 1 – INTRODUCTION	7
Effects of flooding in Worcestershire	8
SECTION 2 - TERMS OF REFERENCE, MEMBERSHIP AND METHODOLOGY	9
SECTION 3 - THE IMMEDIATE RESPONSE TO THE EMERGENCY	11
How do organisations respond during an emergency?	11
Local Resilience Forum (LRF)	12
Role of the Fire and Rescue Service	13
SECTION 4 – COMMUNICATIONS	15
<u>Communicating the Emergency</u>	<u>15</u>
Declaring an emergency	15
Media Communications	17
Communication with the public	18
<u>Inter-agency Communications</u>	<u>19</u>
Communication with Parish Councils	19
Communication with the Highways Agency	20
Communication with the Highway Authority (County Council)	21
Communication with Severn Trent	22
Loss of Water supply	23
SECTION 5 - ADVICE, GUIDANCE AND WARNINGS	25
Public Advice	25
Role of Councillors as Community Leaders	26
Business Advice	27
Flood Warnings	28
Parish Emergency Plans	29
Public Transport Alterations	29
Insurance	30
SECTION 6 - FLOOD ALLEVIATION	31
Prioritising funding for flood defences	31
Dredging	32
Flood barriers - Upton	32
The Role of Parish Councils in Flood Alleviation	33

SECTION 7 - SURFACE WATER FLOODING/DRAINAGE	35
Who is responsible?	35
What action is being taken at a Local Level?	35
Mapping drainage assets	35
<u>Mapping surface water flood risk areas</u>	<u>36</u>
National level	36
Improving drainage	37
Policies	38
Planning to minimise run-off	38
Drainage maintenance	39
Grants	40
SECTION 8 - BUSINESS RECOVERY	43
Farming and Business Community	43
Inconsistent Financial Aid	43
Sewage contamination	44
Collecting flood debris	44
The impact of the floods on local businesses	45
Business Continuity Planning	45
Economic Recovery	46
Recovery works	46
SECTION 9 - CONCLUSIONS	49
SECTION 10 – FINDINGS AND RECOMMENDATIONS BY ORGANISATION	51
<u>APPENDICES</u>	
Appendix 1: Schedule of the Task Group’s Activity	61
Appendix 2: Key Documents Consulted	63
Appendix 3: Glossary	67

CHAIRMAN'S FOREWORD

This report is the first Joint County and District Council's Scrutiny exercise. The Group have tried to take a strategic view on the immediate response to the floods by local/public agencies and the recovery since and considered what action needs to be taken to ensure there is a clear approach to dealing with any future emergency.

The Group have sent comments to the national Pitt Review and have made a number of recommendations to County Council, District and Parish Councils, and other agencies as appropriate.

Even though the county suffered the worst floods in living memory in summer 2007, we must remember that there were many examples of individual courage, good neighbourliness, agency co-operation and emergency planning that helped prevent the situation from deteriorating yet further. Many people worked throughout the night of 20 July to do their utmost to help those stranded or suffering from the floods.

Whilst it is only natural for a scrutiny task group to make recommendations the Group do not wish to give the impression that organisations did not cope or that there were many failings in the response to the emergencies. This is simply not the case and it is clear from the evidence given that agencies did cope very well. Many agencies, including the emergency services, have already received public recognition for the excellent and professional manner in which they responded and I would like to take this opportunity to echo these comments. The manner in which BBC Radio Hereford and Worcester met their public service duty must also be held in the highest regard.

It is essential to remember that over twelve months on, many people have personal and emotional worries caused by the flooding emergencies and for them life has still not returned to normal. We must also remember though that some lives were lost in the emergencies and our sympathies are with the families concerned.

The scrutiny has heard from many organisations, professional bodies and witnesses and their contribution is very much appreciated. I have to thank my fellow members of the Scrutiny Task Group for their time and patience during very long meetings and for working in a spirit of true co-operation.

I must thank the County Council's Scrutiny Team for the way they have supported this scrutiny exercise.

Finally, many organisations have carried out their own reviews and are already implementing improvements as a result. The Group have tried to avoid duplication and I applaud the ongoing improvements in drainage, flood protection and emergency procedures. There is no point in making recommendations unless they are acted upon and lead to future improvements. As Chairman of this Joint Scrutiny Task Group I can assure the people of Worcestershire that the Group will be finding

out how its recommendations have been acted upon and what progress has been made in managing flood risk, in twelve months time.

Martin King

Lead Member of the Summer Floods 2007 Joint Scrutiny Task Group

EXECUTIVE SUMMARY

Floods badly affected many parts of Worcestershire in mid June and July 2007. Recovery work is still continuing and many agencies have been involved in assessing what happened in the immediate aftermath and longer term and the lessons that can be learned to better prepare them for the next event. Throughout its consideration, the Task Group has tried to maintain a strategic perspective rather than concentrate on very localised issues.

Over 12 months on, the impact of the 2007 floods are still being felt by many people and businesses. Experience seems to suggest that flooding instances are becoming more frequent and it is clear that there will be other instances of flooding in the future. Obviously we sincerely hope that the impact of any future event is not as severe as those experienced in June and July 2007. However it is necessary to plan for the worst-case scenario.

The Task Group has gathered evidence from a wide range of sources, including residents, county, district and parish councils, fire and police emergency services, water company, environment agency, media, and other organisations involved in the immediate response to the floods and the recovery since.

It is clear from the evidence given that agencies and organisations coped well in responding to the emergencies. The Group hope that the work it has undertaken and the recommendations brought forward will help ensure that there is a clearer and more co-ordinated approach to the management of any future events and to address the steps which can mitigate the effect of future flooding.

Detailed findings and recommendations are set out in Section 10 of this Report. These are too numerous to include in this Executive Summary. However, this summary attempts to give a flavour of those areas where the Group has highlighted findings or made recommendations. For ease these have been cross-referenced with paragraph numbers from the main Report.

In relation to **communications** the Group recommend that:

- partner organisations of the Local Resilience Forum (LRF) should review how they communicate with each other, paying particular attention to the relationship between 24/7 (ie Fire, Police and Health) organisations and non routinely 24/7 organisations (ie County District and Parish Councils). Protocols and procedures should be developed and widely communicated (*paragraph 4.7*). Additionally the wider understanding of the roles of partner organisations and their relationship with each other should be tested as part of future training exercises (*paragraph 4.9*)
- local radio car/s should be physically stationed in close proximity to Silver Control (*paragraph 4.19*). Also that the LRF should review how it provides information to the public via the media, recognising the role of local radio in keeping the public informed and prioritising information to local radio in advance of the national media where appropriate. (*paragraph 4.23*)

- a system is developed, whereby each Category 1 Responder organisation can post relevant public information on (or linked to) a designated space on the same web-site. (*paragraph 4.25*)
- during a flooding emergency a single point of contact should be available to parishes to enable them to report local conditions (such as road conditions). (*paragraph 4.32*)
- the LRF also be asked to consider in more detail, the production of plans to support people who become stranded on motorways. (*paragraph 4.38*).
- the Highways Agency review its emergency procedures to ensure communication with a County Council Highway Authority officer, who should liaise with named officers in districts (*paragraph 4.42*)

Severn Trent Water

In relation to **Severn Trent Water** the Task Group are aware of the work they are doing in respect of revising their emergency plans and have asked that the needs of Worcestershire residents are taken fully into account as part of these revisions. (*paragraphs 4.63 – 4.65*). In addition the Group has recommended that appropriate representatives from Severn Trent at a strategic level, commit fully to participating in the Land Drainage Partnership. (*paragraph 7.25*).

Other related recommendations are that **water companies**:

- discuss with the Government how to address drainage issues for new developments more effectively when finite capacity is exceeded and explore whether water companies could become statutory consultees as part of the planning process;
- act on reducing illegal connections to the infrastructure causing sewage backup/surge and water run-off into drains as soon as legislation allows; and
- invest to solve the problem of pumping stations cited on flood plains becoming unusable during floods. (*paragraph 7.34*)

Recommendations made to **County and/or District Councils** include:-

- it should be made clear to Councillors how they will be briefed on a developing emergency and how Councillors can find out what is happening. (*paragraph 5.10*) Linked to this, all councils should review and update their emergency contact list and ensure that they are shared widely (*Paragraph 5.11*)
- the use of 'hublets' should be further developed and form a key part of the County Council's response to any future emergency (*paragraph 5.7*)
- the feasibility of introducing a system to enable Customer Contact Centres to re-direct callers be investigated (*Paragraph 5.15*) and structures for the provision of relevant information to Customer Contact Centres should be drawn up and put in place as soon as possible. (*paragraph 5.17*)
- alternative transport arrangements for areas known to flood are contained within the county's emergency plans and that an exercise be undertaken to test the effectiveness of such arrangements (*Paragraph 5.36*)
- the County and district councils should develop protocols for sharing appropriate staff resources during recovery work (*Paragraph 8.35*)

- the County Council discusses with the Chamber of Commerce ways of promoting improved business advice and continuity planning (*paragraphs 5.22 and 8.24*)

In relation to **drainage issues** the Task Group recommends that:

- the County and each District Council ensure that suitably qualified officers in each district can take the lead responsibility for checking the condition of drainage assets (watercourse and ditches); feeding information into and sharing information with the Land Drainage Partnership (*paragraph 7.8*).
- each district council assess whether they have sufficient technical capability and if necessary ensure that a suitably qualified individual is available to advise District Planning Committees about drainage issues and flood risk implications for each development. (*paragraph 7.37*)
- District Councils should consider proactively making use of their powers to serve enforcement orders on landowners who do not comply with requests to maintain their ditches and/or watercourses (*paragraph 7.48*) and develop an arrangement whereby if a riparian land owner can not afford or is unwilling to repair water courses, then under the Local Government Act 2000, they should carry out necessary work and where possible claim the cost of works back from the land owners or their estate. (*paragraph 7.50*)
- that a flood risk map should be produced by the District Councils and held by the County Council for every parish and urban area affected by floods, showing which properties and roads had flooded and the extent and direction of flow of flood waters. The District Council should carry out the mapping, with assistance from parishes. Information needs to be fed in to the County Council, and shared with members of the Land Drainage Partnership. (*paragraph 7.17*). *As this could involve much work, priority should be given to those areas prone to flooding (paragraph 7.18)*
- the Land Drainage Partnership should consider relevant research (as highlighted in the Pitt Review (Chapter 4) to find a practical cost effective way to model and map areas at risk from flash flooding. (*paragraph 7.15*)
- Local councils should consider maintaining an inventory of local equipment held by farmers which could be used to alleviate flooding and drainage problems either during a flood or as part of the recovery (*paragraph 7.27*)

The Task Group further **recommend that**:

- the County and District Councils consider ways to improve advising both rural and urban householders of their drainage responsibilities, including details on the availability of grants as well as the consequences of non-compliance. (*paragraph 7.44*)
- the County and District Councils develop protocols for sharing appropriate staff resources during recovery work after emergencies where appropriate. (*paragraph 8.35*)

In relation to **parishes** the Group recommend that:

- consideration be given to a door knocking flood warning system at local level and incorporated into parish emergency plans where appropriate (*paragraph*

5.29). In urban or non parished areas the possibility of existing neighbourhood watch areas taking on this responsibility be considered (paragraph 5.30)

- the County Council's Emergency Planning Team assist with the development of a blue print or toolkit, providing more than just a skeleton, for other parishes' emergency plans, with the aim of encouraging parishes to create their own emergency plans for use in appropriate circumstances. Arrangements should also be put in place to ensure that such plans are effectively communicated. (paragraphs 5.33 and 5.34)
- parishes which have formed their own flood groups, consider incorporating, promoting and deploying flood resistant products as part of the work of the group. (paragraph 6.15)
- consideration be given to a greater utilisation of the local knowledge on road drainage and watercourses held by Parish Lengthsman. Parish Lengthsman should be contacted wherever possible to advise the County Council drain clearance teams of main flooding problem areas. (paragraph 7.42)

National Government

The Group has made a number of recommendations to **National Government**. These include:-

- the need for Government to review its own policies to ensure consistency and alignment policies and procedures (including ways of minimising flood risks such as examining farming methods and land use (paragraph 7.30)
- the production of national guidance to clarify the criteria for contaminated land (paragraph 8.10).
- considering some form of compensation for landowners clear up costs; and/or
- considering the creation of some form of national labour force or using the Army to help with clear up of flood debris; and
- production of greater clarity on the circumstances in which it is appropriate for local authorities to provide clear up help to flood victims. (paragraph 8.16)

Joint Scrutiny Task Group

The Group recommend that:

- this Task Group reviews the outcome of the insurance industry's proposal to agree common minimum information on flooding insurance claims which should be provided to flood victims in 12 months time. (paragraph 5.42).

Finally, it is clear that much good work has taken place during and after the flooding emergency. We have been impressed with how organisations are keen to improve any future response and how they are already implementing improvements. In the absence of an overarching body being responsible for flooding issues we support Pitts recommendations 90 and 91 which require upper tier local authorities to set up scrutiny committees to annually review arrangements for managing flood risk at least after the first twelve months. The Group believe that this joint committee is best placed to carry out such a review and therefore recommend that:

- this scrutiny task group be re-convened in 12 months time to review the outcomes from its findings and recommendations, as well as review progress on arrangements for managing flood risk. (paragraph 9.3)

SECTION 1 - INTRODUCTION

1.1 Floods badly affected many parts of Worcestershire in mid June and July 2007. Recovery work is continuing and many agencies are involved in assessing what happened in the immediate and longer term and the lessons that can be learned to better prepare them for the next event.

1.2 Approximately 7 inches of rain fell in Worcestershire during July (average usually 1.5 inches). Figures from the Met Office¹ show that this was the wettest May to July since the England and Wales Precipitation record began in 1766. Exceptionally heavy and prolonged rainfall on Friday 20th July led to fluvial (river) flooding of the Severn, Teme and Avon and their tributaries and extensive localised flash flooding due to an already high water table.

1.3 Worcestershire Partnership is co-ordinating the economic recovery process. The Worcestershire Land Drainage Partnership has been established to address issues such as how the organisations can improve the county's network of watercourses, ditches, drains and culverts. Some Parish Councils affected are working on plans for future emergencies and on how to alleviate the effects of any future flooding.

1.4 During summer and autumn 2007, Worcester City, Redditch, Bromsgrove and Wyre Forest District Councils reviewed and discussed the flooding and Wychavon and Malvern Hills District Councils have completed scrutinies to investigate the issue within their Districts respectively. The police, health authority and fire and rescue authority have also reviewed their response to the floods.

1.5 Also over the summer 2007, the Worcestershire Partnership and the County Council's Cabinet agreed that a joint countywide scrutiny would be useful as it was considered that the County Council and its District Council partners would benefit from working together to achieve a stronger final scrutiny report with "one voice".

1.6 Nationally, the Environment Food and Rural Affairs (EFRA) Select Committee report was published in May 2008 and this helped inform the final Pitt Review report published in June 2008. We have looked at how our recommendations might link to Pitt's and more importantly how the Pitt proposals can be given a more local focus.

1.7 The County Council intends to address flooding as one of its priorities in its Local Area Agreement (LAA). In anticipation of the new duty on local authorities to scrutinise progress of LAA targets, we hope this joint scrutiny will also help inform the process for future LAA scrutiny.

¹ www.metoffice.gov.uk/corporate/pressoffice/2007/pr20070726.html

Effects of flooding in Worcestershire

1.8 Approximately 10% of the land area of Worcestershire is at risk of flooding (about 167km²), the second highest percentage of total land at risk from flooding in the West Midlands. Approximately 6,000 buildings were affected, with approximately 3,500 residential properties, with nearly 800 businesses and thousands of acres of agricultural land being severely flooded. The economic cost to the County was estimated at £6.4 million per week during the height of the flooding.

1.9 Affected areas included settlements along the rivers Severn, Avon and Teme (and their respective tributaries) with significant problems in many local villages.

1.10 Numerous roads and bridges across the county were impassable and closed, together with the M5 in Gloucestershire and M50, which resulted in traffic backing up in Worcestershire. Public transport, including rail services were also severely disrupted. The B4084 collapsed at Cropthorne and was not re-opened until February 2008 having a significant impact on surrounding villages. The nationally renowned Severn Valley Railway was closed for months due to major landslips.

1.11 Hundreds of Worcestershire residents living near the border with Gloucestershire lost their water supply when the Mythe treatment works was flooded.

1.12 Over 12 months on, the impact of the 2007 floods are still being felt by many people and businesses. Experience seems to suggest that flooding instances are becoming more frequent and it is clear that there will be other instances of flooding in the future. Obviously we sincerely hope that the impact of any future event is not as severe as those experienced in June and July 2007. However it is necessary to plan for the worst-case scenario. The Group hope that the work it has undertaken and the recommendations brought forward will help ensure that there is a clear and co-ordinated approach to the management of any future events and to address the steps which can mitigate the effect of future flooding.

1.13 Throughout its consideration, the Group has tried to maintain a strategic perspective rather than concentrate on very localised issues.

SECTION 2 - TERMS OF REFERENCE, MEMBERSHIP AND METHODOLOGY

Terms of Reference

2.1 The aims of this scrutiny exercise were to:

- review the immediate response to the floods by local/public agencies and the recovery since;
- consider what action needs to be taken to ensure there is a clear approach to dealing with any future emergency;
- consider and send comments to the national Pitt Review; and
- make recommendations to County Council, District and Borough Councils, and other agencies, organisations and individuals as appropriate.

Membership of the Scrutiny Task Group (The Group)

Members

Martin King (Wychavon DC) Lead Member
Mike Biddle (Malvern Hills DC)
John Cairns (Worcestershire CC) until May 2008
Liz Tucker (Worcestershire CC)
Michael Chalk (Redditch BC)
Peter McDonald (Bromsgrove DC) until May 2008
David Pardoe (Bromsgrove DC) from May 2008
Fran Oborski (Wyre Forest DC)
Geoff Williams (Worcester City)

Administrative and Research Support

John Jordan, Suzanne O'Leary (until April 2008) and Stella Wood, from Worcestershire County Council's Scrutiny Team.

Methodology

2.2 The Scrutiny Task Group (the Group) has gathered evidence from a wide range of sources, including residents, county, district and parish councils, fire and police emergency services, water company, environment agency, media, and other organisations involved in the immediate response to the floods and the recovery since.

2.3 The evidence was gathered mainly during three long sessions. Each attendee was asked to outline their views or experiences on the immediate response to the floods and recovery since, and whether there were any possible areas for improvement. This was then followed by a general discussion, with an indication of the issues to be raised with each group.

Session 1 – 31 March 2008 - Discussions with:

- National Flood Forum
- Local Media
- Local Resident
- Highways Agency
- Parish Councillors

Session 2 – 7 April 2008 - Discussions with:

- West Mercia Police
- H&W Fire & Rescue Authority
- Local Resilience Forum
- Severn Trent Water
- Environment Agency
- Land Drainage Partnership (Represented by Head of Service from Worcestershire County Council and Director of Environmental Services from Wychavon District Council)

Session 3 – 28 April 2008 - Discussions with:

- National Farmers' Union
- Country Land and Business Association and a local farmer
- Chamber of Commerce
- Worcestershire Partnership
- Emergency Planning Manager (Worcestershire County Council)
- Highways Officers, Worcestershire County Council

2.4 The details of the Scrutiny Task Group's activity is listed at [Appendix 1](#). A list of the key documents considered is at [Appendix 2](#).

2.5 The scope of the scrutiny is divided into seven main issues:

- The Immediate Response to the Emergency (Section 3)
- Communications (Section 4)
- Advice, Guidance and Warnings (Section 5)
- Flood Alleviation (Section 6)
- Surface water flooding/drainage (Section 7)
- Business Recovery (Section 8)
- Conclusions (Section 9)

SECTION 3 – THE IMMEDIATE RESPONSE TO THE EMERGENCY

3.1 Arrangements are in place to deal with emergencies. These arrangements are set out in the Civil Contingencies Act (2004) and are explained further in paragraphs 3.9 – 3.18

3.2 In accordance with these arrangements, District Councils set up rest centres and Worcestershire County Council set up its emergency response centre to co-ordinate the response of local authorities. A public Emergency Helpline was set up by the County Council. Multi agency emergency co-ordinating groups were set up at Worcester Police station and later at Hindlip Police HQ.

3.3 Rest Centres were set up by District Councils in Upton (which was completely cut off) Kempsey, Powick, Tenbury, Pershore, Evesham (X2), Droitwich, and Worcester (X3). In addition to the planned response we were struck and gratified by the amount of work being undertaken locally within villages and areas to help manage the situation. An example of this was the many local parishes and local businesses who opened up their premises as unofficial rest centres for many stranded motorists, or who offered support in a variety of other ways.

3.4 Highway Authority and Ringway staff worked through the night, monitoring road conditions, putting measures in place to keep the public safe and keeping traffic moving where possible.

3.5 Over the course of the weekend 1185 people were recorded as being rescued by the Fire and Rescue Service across the County. Additional assistance was provided by 7 helicopters, 9 other Fire and Rescue Services, the Severn Area Rescue Association, the RNLI and the Army.

3.6 In a carefully orchestrated operation between the Health Authority, Ambulance Service and the County Council two residential care homes were evacuated. Over 90 long-term care patients were moved to temporary alternative accommodation.

3.7 School children were unable to get home, parents were unable to collect their children, some of whom were returning from trips out of County. Many were stranded overnight in schools and special schools.

3.8 Based on experiences and evidence received, the immediate response to the emergency overall was managed very well, by staff working beyond the normal call of duty. However there were a number of issues which arose around communication, rescue equipment, the adequacy of flood warnings, drainage, flood mapping, flood barriers and water supply. In compiling this report we have sought to highlight these issues so that they may receive attention and, where appropriate and feasible, improved.

How do organisations respond during an emergency?

3.9 Historically, responsibility for responding to and recovering from emergencies (civil resilience), passed to local authorities after the Second World War. The perceived emergencies had initially focussed on the threat from

Eastern Bloc countries. Over time, the focus changed and it was accepted that there was a need for a review of emergency planning procedures and wide consultation followed. This resulted in the Civil Contingencies Act (CCA) 2004, which now requires organisations to work together effectively in a more formalised framework.

Local Resilience Forum (LRF)

3.10 Worcestershire already had well established emergency plans and procedures which were easily adapted to the requirements of the CCA when this came into force in November 2005. The West Mercia Local Resilience Forum (LRF) is a multi-agency group comprising bodies within West Mercia carrying out this role. The Local Resilience Forum is a process and has no separate legal personality of its own. It provides Category One Responders with the means to cooperate in the effective delivery of these duties under the Act that need to be developed in a multi-agency environment. The LRF is currently chaired by Paul West, Chief Constable of West Mercia Police.

3.11 Organisations are divided into Category 1 or Category 2 responders. Category 1 includes county and district councils, national and local health agencies, the blue light emergency services and the Environment Agency. Category 2 includes the utilities and the Highways Agency. Category 1 responders also have the right to make their own decisions for example, whether to evacuate a local authority home (see Appendix 3 for further explanation of Category 1 and 2 responders).

3.12 The CCA established 7 Statutory duties (for category 1 responders) relating to emergency preparedness and response, including:

- Carrying out risk assessments;
- Drawing up and maintaining plans based on the risk assessments;
- Maintaining arrangements for warning and informing the public if an emergency was likely to occur or had occurred and for providing them with advice;
- Co-operation between Category 1 and 2 responders;
- Information sharing;
- Business Continuity – to have plans in place; and
- To promote Business Continuity Management to the business and local communities.

3.13 The Group looked at how the West Mercia Local Resilience Forum functioned to meet the needs of Worcestershire during the July event. We examined the extent to which “Category 2” responders were engaged and asked what role do Parish Councils consider they could play in responding to future emergencies.

3.14 The LRF seeks to ensure partner agencies co-ordinate resources so they can respond effectively when incidents occur. The LRF also exists to warn, inform, advise and educate the public about developments in the area of Civil Resilience.

3.15 The LRF meets every 4 months and rotates round member organisations. However, during an emergency, the police lead the response. The Strategic Co-

ordinating Group (SCG or Gold Command) is normally set up at Hindlip, as this location has the necessary communications facilities, although any location with the necessary facilities and support could be used.

3.16 The hierarchy of the command structure is known as Gold, Silver and Bronze. In broad terms, Gold Command make strategic decisions (eg to evacuate a large area) and communicate up to COBR (national Government). Silver Command (or Silver Control) make tactical decisions (eg how an evacuation would be carried out). Bronze Command make operational decisions (eg carry out an evacuation). See Appendix 3 for further explanation of Gold Silver and Bronze.

3.17 Membership and terms of reference for three silver groups have been established, one each covering Shropshire, Worcestershire and Herefordshire. Silver groups were set up in each county although conditions were most severe in Worcestershire on 20 July.

3.18 West Mercia LRF extends from Shropshire to the Black Mountains, including the counties of Herefordshire, Worcestershire, Shropshire and Telford & Wrekin so one district may well be much more affected than another in any given emergency.

Role of the Fire and Rescue Service

3.19 The Fire Service is responsible for rescue work, extinguishing fires and dealing with dangerous chemicals or substances. They will assist the ambulance service with casualties and the Police to recover bodies. The health and safety of personnel working within the inner cordon remains with individual agencies, which should ensure that personnel arriving at the scene have appropriate protective equipment and are adequately trained and briefed.

3.20 Sir Ken Knight, the Chief Fire and Rescue Adviser, has published a report into the Fire and Rescue Service Operational Response to the Summer 2007 floods. These recommendations will feed in to the final Pitt Review and will be for Government, regional and local resilience forums, individual Fire and Rescue Authorities, utilities and other bodies to take forward.

3.21 Hereford and Worcester Fire and Rescue Authority have carried out their own scrutiny into the response to the summer flooding emergency. One of the weaknesses identified in the reviews both locally and nationally was that no one body was funded for flood rescue equipment and training. It was at the discretion of the Chief Fire Officer for each area. Fire authorities historically carried out flood rescues but they were not funded specifically to do so. In practical terms, in addition to Hereford and Worcester Fire and Rescue Services own specialist resources, South Worcestershire received further assistance from a number of other Fire and Rescue Services, the RNLI, Severn Area Rescue Association (SARA) and Air Sea Rescue.

3.22 Another weakness was that there was no co-ordinated national system for receiving mutual aid. Existing arrangements depended on an ad-hoc system of locally determined responses. Hereford and Worcester Fire and Rescue Service led the establishment of a national flood support response team at the request of

the Communities and Local Government (CLG). The team advised on the deployment of specialist rescue resources as the Summer events unfolded.

3.23 The Group support Pitt's Recommendation 39 which recommends that the Government should urgently put in place a fully funded national capability for flood rescue, with Fire and Rescue Authorities playing a leading role, underpinned as necessary by a statutory duty. Strategic co-ordination of these assets will also be included.

SECTION 4 - COMMUNICATIONS

Communicating the Emergency

Declaring an emergency

4.1 The Group considered the procedures relating to who declares an emergency and how is it decided. West Mercia Police explained that any Category 1 responder could declare an emergency. The criteria for doing so is when that responder reaches a situation where it is seriously obstructed in performing its duties and when the environment, safety and welfare of the public is likely to be put at risk. We have been advised by the police that declaring an emergency is not an exact science. In a 'rising tide incident', Commanders and senior managers will communicate when the prospect of an emergency looms and will move toward the declaration of an emergency if appropriate. The criteria for Category 1 Responders to consider when declaring an emergency are provided for within part one of the Civil Contingencies Act and are described at 1.14 to 1.23 (page 5) of the Emergency Preparedness Guidance issued with the Act.² The LRF Co-ordinator felt that decisions taken were in line with the criteria.

4.2 On 20 July 2007, Wychavon District Council had realised that flooding was becoming serious and staff were sent home early. The situation deteriorated throughout the afternoon. School children were unable to get home, major roads had become impassable and rest centres were beginning to be set up from 5-6pm.

4.3 The major emergency was 'declared' at a meeting that took place between 'Gold' representatives of the fire service, police and county council (who also represented the views of District Councils at that meeting) in the late evening of Friday 20 July 2007. That meeting took place at the Fire Service HQ and was effectively the first Gold meeting once the major emergency had been declared. The first meeting of the Strategic Co-ordinating Group took place on the Saturday morning at Hindlip, and at that meeting, the County Council representatives represented District Councils by agreement, although some Districts did attend that and subsequent meetings. Following that meeting senior officers of the County Council briefed senior officers of the District Councils.

4.4 The recollection of the Deputy Managing Director leading Wychavon District Council's response on that day was that the Council was in dialogue with County officers during the afternoon with a two way exchange of information. In the early evening it was clear that the event was still escalating and it was likely

² Extract from the Emergency Preparedness Guidance issued with the Civil Contingencies Act - Criteria for Category One Responders to consider when declaring an emergency
1.22 The two tests are:

- where the emergency would be likely to seriously obstruct its ability to perform its functions;
- where the Category 1 responder: would consider it necessary or desirable to act to prevent, reduce, control, or mitigate the emergency's effects, or otherwise take action; and would be unable to act without changing the deployment of its resources or acquiring additional resources.

One of these two tests must be met for the main duties of the Act to apply.

that a major emergency would need to be declared. There remains a perception by some members in Wychavon that a major emergency should have been declared earlier. Gloucestershire's scrutiny (pg 61 - para 2.2.1) found a lack of clarity over when their Gold Command had been set up. With hindsight, representatives from the police we spoke to agreed that Gold Command should have been set up earlier. In some respects, who declared the emergency and when is not relevant to our considerations. However, what is important is there must be clarity in future about the declaration of an emergency and subsequent communication.

4.5 One of Pitt's recommendations (43) is that Gold Commands should be established at an early stage on a precautionary basis where there is a risk of serious of flooding. This is a recommendation the Group would wholeheartedly support.

4.6 It is crucial that all authorities present at Gold Command are clear on their responsibilities for cascading information to other organisations, and that information is shared in a timely fashion. It is clear from the evidence presented to us that procedures for how and when 24/7 organisations (ie Fire, Police and Health) communicate with non routinely 24/7 organisations (ie County District and Parish Councils) needs to be clarified.

4.7 The Group therefore recommend that partner organisations of the LRF should review how they communicate with each other, paying particular attention to the relationship between 24/7 organisations and non routinely 24/7 organisations. Protocols and procedures reflecting agreed ways of working should, in future, be included in the LRF communications plan, and widely communicated to ensure future clarity. Exactly who attends the LRF routinely and who attends Gold command in an emergency should be clearly identified from each member

4.8 The Group also found that there could be better understanding by the Police and Fire Authorities of the role of a district council during an emergency and its relationship with the County Council. The role of different tiers of local Government need to be communicated better to the police and other LRF partners. This point is also applicable to other partner organisations and we will return to this point later in our report.

4.9 The Group recommend that the LRF takes the opportunity as part of future training events to ensure that there is a full understanding of the role of its partner organisations and their relationship with each other.

4.10 The LRF's own review revealed a number of challenges. It showed that greater clarity was required on how an emergency is declared, the thresholds attached to declaring the emergency, how and where their Gold Command (also known as the Strategic Co-ordinating Group or SCG) is set up and the purpose attached to it³. **The Group are pleased that this has been recognised and that discussions are taking place to ensure greater clarity in future.**

³ 1st bullet point, page 20 of West Mercia Local Resilience Forum's Strategic Review – Summer floods 2007 - Final Report.

Media Communications

4.12 The Group are clear that the role of local and national media is quite different. The local radio and press provides an information service and sees its role as having a responsibility to the local community, whereas the national media invariably wish to report on breaking news stories and move on. The summer floods were a huge local story which became a huge national story and key press officers were besieged by regional and national media each bringing differing demands for information.

4.13 The Group asked representatives from local radio and newspapers whether they felt they had effective communication channels before, during and after the emergency and how these might be improved?

4.14 The local media felt their needs seemed to be overlooked at some times. A representative from local newspapers (Newsquest) cited Hereford and Worcester Fire and Rescue Authority (H&WF&RA) as having accurate and timely communication arrangements whereas they found it difficult to contact anyone at the County Council on Friday (20 July) night or Saturday morning. The County Council's Emergency Planning Manager advised that the media did have a single point of contact at County Hall on Friday 20 July provided by the county council's duty communications officer. It was subsequently discovered that a major power cut in the County Hall area had contributed to the difficulties.

4.15 Newsquest felt that it was very important that all local media should have a **single point of contact** during such events to ensure access to consistent, accurate and timely information. Their preferred contacts would be experienced communications officers from the key authorities. They listed the Fire and Rescue Authority as an example of good practice. Even if there was no new information they still sought to provide public reassurance. This approach appeared to be well received by the public.

4.16 The Group have been advised that providing a single point of contact could be difficult as there are a variety of differing responsibilities and requirements for communicating information among different organisations. During the flooding emergency, one of the county council's main priorities was highways (but not motorways) whereas one of the districts' priorities was providing rest centres. The lack of a central single point of contact resulted in the media having to make multiple calls to get the full picture.

4.17 BBC Hereford & Worcester radio consider that generally it has a good relationship with public bodies and provides information to and receives a lot of information from the general public. They reported some confusion on 20 July over which roads were closed and which were open. One of the problems they encountered was apparent conflicts of information. An example of this was where the Highway Authority reported a road was closed whereas a listener might ring and say the road was passable. In these circumstances, presenters would make it clear that the accuracy of information could not be guaranteed and should be checked with the relevant authorities (although power cuts made this difficult to check on 20 July).

4.18 The Group support BBC Hereford & Worcester's belief that improved communications would result if a local radio presenter could have easier access to information direct from experienced communications officers in Silver control. This point was included as part of their response to the Pitt Review. However we also recognise that other media organisations may legitimately feel that they had a similar claim.

4.19 The Group recommend that local radio car/s should be physically stationed in close proximity to Silver Control so that updates on a situation can be delivered immediately where appropriate and ensure the broadcasting of consistent messages. As part of this we also recommend that the legitimate needs of other media organisations are not overlooked and that arrangements are also put in place to disseminate information provided to other appropriate media providers.

Communication with the public

4.20 As mentioned previously, local radio provides the main source of information to the public during an emergency. Presenters did their best to keep people informed on 20 July but found difficulty obtaining timely information initially. They felt that waiting for press releases from various organisations was not the best way to keep people informed.

4.21 The Group have heard that press releases were sent to all the local media, however we still have concerns about the level of importance attached to such releases by organisations in those areas less affected by the flooding emergency. For instance in Wyre Forest, local residents may listen to the Wyre radio and read the Wolverhampton Express and Star or Birmingham Post more often than listening to BBC Hereford and Worcester, Radio Wyvern or reading Newsquest newspapers. Residents in the North of the county may therefore have been less aware of the seriousness of the situation in the south of the County. This was a significant issue in terms of journey planning.

4.22 As a consequence and based on the evidence the Group have received, we have concluded that we are not convinced that press releases are always the best way of relaying information. **The Group also have concerns about alternative options in the event of a loss of power.**

4.23 The Group therefore recommend that the LRF review how it provides information to the public via the media, recognising the role of local radio in keeping the public informed and prioritising information to local radio in advance of the national media where appropriate.

4.24. **Pitt's Recommendation 67: recommends that the Cabinet Office should provide advice to ensure that all LRFs have effective and linked websites providing public information before, during and after an emergency.**

4.25 The Group also recommend that a system is developed, whereby each Category 1 Responder organisation can post relevant public information on (or linked to) a designated space on the same web-site, so that details of road closures, the location of rest centres, evacuations, public transport (for example) can be more easily checked by the public and other organisations

Inter-agency Communications

Communication with Parish Councils

4.27 The Group spoke to a cross section of parish councils as part of its research. We accept that the issues raised by them (and the good practice demonstrated by them) are not exhaustive of the actions of Parish Councils across the County but were enough to give us a flavour of the issues which affected them (and many others) during the emergency.

4.28 The Group are aware that parishes simply had to cope as best they could during the summer flooding emergency. Parishes in Worcestershire generally did not have emergency plans or contact numbers and little or no involvement with the Local Resilience Forum. They did however believe that there were many ways in which they could assist (and were willing to do so).

4.29 In some villages, where roads became impassable, motorists had to return quite long distances in some instances. Those we spoke to believe that had the Parish Lengthsmen had an emergency contact number for the Highways Authority, then they could have contacted them to arrange for 'road flooded ahead/road closed' signs to be placed at the appropriate point (currently, 111 out of approximately 152 parish councils have a parish Lengthsman).

4.30 Also, if emergency services were having difficulty finding a route through a flooded area, parishes had a wealth of local knowledge which could be very useful in these circumstances. Contact details for individuals with such knowledge within a parish, such as the Parish Lengthsman (where applicable), could be maintained for use in an emergency and accessible to relevant personnel through a designated website or other system.

4.31 The Group have learned that parishes are willing to take on a more proactive role in response to an emergency providing they have the necessary tools and support. We believe that this offer of assistance is worthy of further investigation.

4.32 The Group recommend that during a flooding emergency a single point of contact should be available to parishes to enable them to report local conditions (such as road conditions). Further, the LRF should consider the benefits and practicality of communicating with parish councils and how this might be included in the LRF Communications Plan.

Communication with the Highways Agency

4.33 The Highways Agency is responsible for England's strategic road network. It manages traffic, tackles congestion, informs road users, improves safety, and minimises adverse impacts on the environment. It is a Category 2 responder and a member of the Local Resilience Forum.

4.34 The Group asked the Highways Agency about their role when there are a large number of stranded motorists on motorways and trunk roads. We asked how it communicates with other agencies and the public in this situation and whether there are any improvements that could be made?

4.35 After the July floods the Highways Agency carried out an internal review which recommended the following:

- a. One focal point was needed to deal with bad weather or other disruption which can be foreseen, and quick command systems need to be in place;
- b. The Agency's National Crisis Management Plan needed to be reviewed;
- c. More training in civil contingency incident management was needed for senior managers.

4.36 Pitt's Recommendation 45 is that the Highways Agency, working through LRFs, should further consider the vulnerability of motorways and trunk roads to flooding, the potential for better warnings, strategic road clearance to avoid people becoming stranded and plans to support people who become stranded.

4.37 The Group fully support this and consider more should be done to avoid people becoming trapped on a motorway and to help them on occasions that they are.

4.38 The Group recommend that in addition to the highways agency and Government talking to the major voluntary services, the LRF also be asked to consider in more detail, the production of plans to support people who become stranded on motorways.

4.39 There was a perception by the Group that no information or warning to key authorities in Worcestershire had taken place before the closure of the M5 and M50 motorways. Although the Group have assumed that the Motorway network was closed, we are not convinced this was the case. The Group have heard about what should happen in practice but based on the events of 20 July, it may well be that the volume of traffic, coupled with the impact of flooding on the road network actually brought traffic to a standstill. Nonetheless, the implications had an impact on the local highway authority and on the District Councils for the numbers expected on local roads and at rest centres. There were concerns that decisions taken by other Highway Agency Regional Teams impacted significantly on Worcestershire.

4.40 Locally, the representative we spoke to believed that in the event of a closure on the M5, the Highways Agency would contact the Traffic Manager of the Local Highway Authority concerned. However, it was acknowledged that decisions taken by other Regional Teams were not communicated to all Local Highway Authorities who would/may be affected. The police were aware of the closure but it appears that neither they, the highway authority or the Highways Agency contacted District Councils responsible for rest centres about motorway closures.

4.41 **Pitt's recommendation No 64** is that the Government should issue clear guidance on expected levels of Category 2 responders' engagement in planning, exercising and response and consider the case for strengthening enforcement arrangements.

4.42 The Group recommend that the Highways Agency review its emergency procedures to ensure communication with a County Council Highway Authority officer, who should liaise with named officers in districts to alert them to the possible need for rest centres. The decision to (eg) open a rest centre or not should still however rest with the district council.

4.43 Nationally, the Highways Agency believed it had good cross border communications between its regional offices, and there was also a national control centre which could oversee cross border issues. If there were blockages on the M5, traffic from the North West could, for instance be redirected down the eastern motorway network. However, from our research, we are unclear of the extent to which this actually happened.

4.44 As part of a review of Crisis Management Plans, the Highways Agency should specifically consider cross border communications. Key partners should be involved in this review and outcomes shared with them.

Communication with the Highway Authority (County Council)

4.45 Worcestershire County Council as the Highway Authority is responsible for looking after the highway network on behalf of the public. This means both maintaining its condition and protecting the right of all to use it without hindrance. The Highway Authority believed it had responded as well as possible to the exceptional flooding on 20 July, now considered to be a 1 in 650 year event.

4.46 Communications had on the whole worked quite well although it was acknowledged there had been some problems. For instance, information on road closures started coming in and was collected and passed to broadcast agencies in the afternoon. The authority was limited by the number of officers able to input data about road closures onto the computer system and found it difficult to keep pace with the volume of closures. The Highway Authority told us that improvements have since been made in that the system has been simplified which enables more staff to input data. Another improvement is that information can now also be inputted remotely.

4.47 Another problem was caused by a power cut at County Hall from about 17.30 on 20 July 2007, so highways staff relocated to the Police Silver Control in Worcester City, where incidentally, it was easier to share information with the

police, especially on road closures. Highways officers maintained regular contact with the emergency planning team based at county hall.

4.48 Ringway and Worcestershire County Council staff worked throughout the night checking out and reporting road closures. We discovered that there were not enough road closed signs for the number of roads actually closed. More signs have since been acquired.

4.49 The Highways Agency had contacted Silver Control to ask if it was possible for certain roads to take traffic if it was diverted off the motorway before closing the M5 at around midnight on Friday 20 July. The Highways Authority was able to provide information on road closures. It has also confirmed that it was subsequently reviewing diversion routes and was liaising with network control. **The Group would like to see the outcome of this review in about 12 months time.**

Communication with Severn Trent

4.50 Severn Trent Water has a statutory duty to provide potable (drinking) water as well as treating and disposing of waste water. Unusual heavy rainfall can overwhelm drainage systems and cause flooding and in these circumstances, untreated sewage may spill out into streets and gardens. The water companies will assist where possible to reduce the amount of water escaping from the system. They will treat areas where sewage has been deposited once the flooding has subsided, where they are found to be at fault.

4.51 Severn Trent are category 2 responders on the Local Resilience Forum. The Group asked how effective are communication channels with other organisations (such as those which are members of the LRF) in relation to emergency flooding events and plans.

4.52 The Group were concerned by Severn Trent Water's presentation which concentrated on issues affecting Gloucestershire. However, the Group were more concerned that Severn Trent's senior management had to be quickly briefed on the specific role of Gloucestershire's Gold Command in this incident.

4.53 The Group were unable to identify initially whether any communication was made with Worcestershire Gold or Silver Control. This is one of a number of issues the Group have asked Severn Trent to investigate. They have since advised that their business resilience team informed Worcestershire County Council on Sunday morning, 22 July 2007. The conversation was in the context of Severn Trent giving its apologies for the County's Gold meeting that day, as all resources were diverted to managing the Mythe incident from their Crisis Management Team in Finham, Coventry. The water supply emergency for the Mythe catchment area was being managed from Gloucestershire Police HQ, where they integrated into the Gold Command structure on the same morning.

4.54 The Group consider that Severn Trent were not fully aware and prepared for the consequences of a major incident of this scale, and particularly were not aware of the effect of the closure of Mythe Treatment Works in other areas than Gloucestershire, and that information provided was unclear and confusing.

Loss of Water supply

4.55 The Mythe water treatment works in Gloucestershire flooded and was closed at approximately 3-4am on 22 July. Bottled water and bowsers were brought in to supply customers until Friday 3 August when supplies began to be restored and could be drunk if boiled. Severn Trent have also independently reviewed their response and made a number of recommendations.

4.56 Severn Trent informed the public of potential water shortages and that reserves would normally last 3-4 days under normal use. Even though people were asked to use their water sparingly the reservoirs emptied very quickly as people panicked, storing water, quadrupling normal demand.

4.57 A significant concern which was highlighted during our investigations were the number of Worcestershire properties affected by the Mythe closure and the lack of information received by them. From what we have heard, it appears that whilst the needs of Gloucestershire residents were considered, the impact on those Worcestershire residents supplied by Mythe were overlooked. This needs to be addressed in future.

4.58 Severn Trent could not advise details of the number of customers in Worcestershire affected by the Mythe closure. Severn Trent could not tell us the exact figure as their customers are divided into District Metered Areas (DMAs) which do not follow county boundaries. We understand that Severn Trent are rectifying this issue by developing much needed maps using new Geographical Information Systems (GIS).

4.59 They could tell us that 4,000 (out of 140,000 affected) customers in five of their District Metered Areas (DMAs) bordering Worcestershire were affected by the closure of Mythe Water Treatment Works. These included the villages of Bredon's Norton, Bredon's Hardwick, the hamlet of Queen Hill and rural areas within the county fed through the Sarn Hill service reservoir near Longdon, Eldersfield and Bushley Green.

4.60 The Group asked how many bowsers⁴ were deployed in Worcestershire and were told that areas supplied through the Sarn Hill link did not lose their supply immediately, as the area was kept fed by the local service reservoir (hence the initial confusion over whether some communities were supplied by the Mythe works). Bowsers were eventually deployed in the Longdon and Bushley Green areas.

4.61 The Group asked when and how much bottled water was sent to Worcestershire residents and heard that the nearest bottled water distribution point to the villages affected was the Tesco car park in Tewkesbury. A bulk bottled water drop was arranged on 1 August for properties in Longdon, two days before customers were able to drink their tap water after boiling. Severn Trent would have struggled to ensure that bottled water reached vulnerable customers had it not been for the tremendous additional support from local community volunteers.

4.62 Another problem had been where large water tankers could not get down narrow country lanes to fill bowsers. The process of providing alternative supplies

⁴ mobile tankers used for transporting and delivering water

to all in need is now being reviewed by Severn Trent in an attempt to try and solve these problems for the future.

4.63 It was clear to the Group that information about the impact on and the needs of some Worcestershire residents living near the Gloucestershire border was limited and this remains a grave concern to us. We are aware of the work Severn Trent are doing in respect of revising its emergency plans and have asked that the needs of Worcestershire residents are taken fully into account as part of these revisions.

4.64 The Group recommend that Severn Trent's revised emergency plans include emergency water drops for affected villages in Worcestershire and that smaller tankers more suited to narrow lanes are used when appropriate.

4.65 The Group understand that a planned new pipeline between Strensham and Mythe will in future provide an alternative supply, however, until this can be guaranteed, we recommend that Severn Trent should increase the size of its reserves.

SECTION 5 - ADVICE, GUIDANCE AND WARNINGS

Public Advice

5.1 The Group are aware that the Environment Agency has excellent informative brochures about flooding, and the National Flood Forum also provides very detailed information. The LRF partners also produced a joint flooding information leaflet for the June flood which was reprinted for those affected by the July floods. The Chief Executive of the National Flood Forum told us however that organisations needed to work more in partnership to produce multi-agency help and advice. She also believed that a public awareness campaign was needed to alert people to the risk of flooding and the need for household emergency plans, to include such things as grab bags containing a bank card, insurance documents and other necessities. Plans should also include arrangements for moving cars out of danger or caring for pets. **The Group fully support this view and Pitt's recommendation 60: that the Government should implement a public information campaign which draws on a single definitive set of flood prevention and mitigation advice for householders and businesses, and which can be used by media and the authorities locally and nationally.**

5.2 Information for the public relating to insurance claims could in future be made available through local media. This could assist with regard to conflicting evidence from the overstretched insurance companies and loss adjusters which led to problems and health threats such as damaged fittings and goods being retained in houses.

5.3 The National Flood Forum (NFF) had launched a directory of flood protection products and services, known as the 'Blue Pages'. The pages provide advice on flood resilience as well as advice and guidance in the event of flooding. It aims to give consistent advice to the public. One area of confusion has always been the use of sandbags and the responsibility for providing them. Although sandbags were often considered beneficial, the NFF did not support the utilisation of sandbags as they were not waterproof, required some kind of membrane to be effective and were difficult to use by vulnerable or elderly residents. Also they were difficult to dispose of after the event. **The Group support this view along with Pitts recommendation 26: that the Government should develop a single set of guidance for local authorities and the public on the use and usefulness of sandbags and other alternatives, rather than leaving the matter wholly to local discretion.**

5.4 It is clear that many members of the public and businesses were unprepared and were unsure where to seek advice during and immediately after the floods. The County Council set up a dedicated flood helpline for residents and businesses needing advice or support. This comprised staff from across the County Council, who were able to get into work, and provided information about the latest road closures, contact details for rest centres and emergency helplines.

5.5 Several days later, temporary 'Hublets' were set up in those communities worst affected by flooding so that residents could more easily obtain advice and

reassurance that something was being done. Printed advice leaflets were also produced and distributed with local free papers and County Councillors were kept informed through web-bulletins. The County Council's marketing and communications unit was shortlisted for a national award for excellence for its work during the summer floods.

5.6 The use of 'hublets' had been seen as beneficial particularly as it ensured a local dissemination of vital information.

5.7 The Group recommend that the further development of this approach (including their staffing and location) should form a key part of the County Council's response to any future emergency. To maximise their effectiveness 'hublets' would need to be established and fully operational as quickly as possible as an emergency develops

Role of Councillors as community leaders

5.8 The Group recognised, and are mindful of the valuable role elected councillors from all tiers of local Government played as community leaders. The regular supply of information from all organisations is essential if Councillors are to fully take on this important role.

5.9 The Group support Pitt's Recommendation 68: that Council leaders and chief executives should play a prominent role in public reassurance and advice through the local media during a flooding emergency, as part of a co-ordinated effort overseen by Gold Commanders. The Group believe that the development of a linked website (as recommended in paragraph 4.25) would provide a valuable tool for Council Leaders and councillors to enable them to play a more prominent role in public reassurance and advice.

5.10 The Group recommend that it should be made clear to Councillors how they will be briefed on a developing emergency and how Councillors can find out what is happening.

5.11 With this in mind, we also recommend that all Councils review and update their emergency contact lists and that they be shared widely in a co-ordinated way. Furthermore, agreed arrangements should be put in place to ensure that such lists are regularly and routinely updated.

5.12 Pitt's recommendation 66 is for local authority contact centres to take the lead in dealing with public advice before during and after a flood, redirecting calls to other organisations where appropriate.

5.13 The Group have clarified that the Worcestershire's customer contact centres would be able to support the council's emergency helpline out of hours and did so during the flooding, opening up on a Saturday 21 July to take calls.

5.14 Currently the customer contact centres' 'signpost' callers to other

organisations and have informal agreements for this. However, they do not redirect.

5.15 Taking on board the spirit of the Pitt recommendation 66, we recommend that the County Council investigates the feasibility of introducing a system to enable customer contact centres to redirect callers where appropriate (such as to the Environment Agency for advice on what to do in a flood).

5.16 The combination of the emergency helpline and customer services will provide a good robust channel for public advice and reassurance in times of an emergency. However this can only be done if the contact centres have the necessary information to give to the customer. They advised it would be useful to have some structure in place around the provision of relevant information to the contact centre staff.

5.17 The Group recommend that structures for the provision of relevant information to the contact centers are drawn up and put in place as soon as possible.

5.18 As previously mentioned (paragraph 4.25) creating a dedicated space on the same website with lists of contacts for each partner organisations such as for example, trading standards, the highways agency and the Chamber of Commerce, would be a useful start.

5.19 The Group recommend that ways of achieving this be explored further with members of the Local Resilience Forum, led by the County Council's Emergency Planning and Communications Units.

Business Advice

5.20 As a result of the floods, the Chamber of Commerce identified the need for a list of readily accessible out of hours phone lines to local authorities and other key agencies and contractors both during and after an emergency offering flexible help and advice for businesses on, for example:

- where equipment might be stored temporarily during a flooding event or for a longer period afterwards;
- suitable industrial/office premises;
- help with extracting data from computer servers; and
- a list of approved contractors - It would also be helpful to know the standard of service, the types of expertise and levels of charge likely to be levied in advance of a crisis, regardless of the event

5.21 The Chamber of Commerce did not itself have such an official out of hours phone line although would like to have such a system in place during an emergency. As part of our discussions, the Chamber expressed a willingness to work with the local authorities to develop and maintain such a list. This is an offer we feel should be taken up, as any information produced could contribute to the wider public advice highlighted in the earlier part of this report.

5.22 The Group therefore recommend that the Chamber of Commerce be invited to discuss further its offer to help local authorities maintain a list of useful numbers, including approved contractors with a variety of different skills (ie flooring, electrical, plumbing) to be called upon as required during or after an emergency.

Flood Warnings

5.23 The Environment Agency collects data on river and coastal flooding and is responsible for issuing flood warnings in these areas.

5.24 When the Met Office forecast exceptionally heavy rainfall over the region, the Environment Agency and local authorities lacked information to help predict which streets, roads or drains were vulnerable to flood. No organisation is currently responsible for issuing flood warnings to those people whose properties may be affected.

5.25 The Group spoke to a local farmer and, like others that work with land in flood plains, he was very familiar with how water levels and rivers behave. Having checked his rain gauges on 20 July, he rang to find out the river levels and rate of rise between Diglis and Saxons Lode (on the Severn) in the morning and early afternoon. He was able to predict fairly accurately from this the level to which the water would rise in the local public house and church and how high furniture should be stacked. Incidentally, due to the unprecedented rate of rise caused by localised rainfall, he received no warning from the Environment Agency even though he was due to be advised by their official flood warning line.

5.26 The Group were concerned by this fact and they consider that this needs to improve. **Pitt's recommendation No 35** is that the Met Office and the Environment Agency should issue joint warnings and impact information on severe weather and flooding emergencies to responder organisations and the public. The Group feel the public have become almost too used to receiving severe weather warnings. **We share the belief of the Pitt Review, that the current Flood Warning Codes system should be looked at afresh, starting with a 'blank sheet of paper' if needed. Furthermore, the Pitt review believes that instead of a one-size fits all approach, the warnings should be tailored to different types of people and places, particularly addressing vulnerabilities, and possibly different types of flooding⁵.**

5.27 Whilst larger towns such as Pershore had well developed emergency community plans in place, small communities, which had suffered badly, were less well equipped to produce such plans. Many villages had flooded properties, were cut off by flooding overnight and had to accommodate stranded motorists.

5.28 One of the issues raised in the Pitt Review was the need for a door knocking flood warning system at a local level⁶. Lists of vulnerable people should be kept along with named persons with responsibility for warning. The Group

⁵ Pitt Review, Chapter 21 page 332, paragraphs 21.24

⁶ Pitts recommendation 61 is that the Environment Agency should work with local responders to raise awareness in flood risk areas and identify a range of mechanisms to warn the public, particularly the vulnerable, in response to flooding.

believe that parishes are best placed to carry out this kind of warning system in rural areas.

5.29 The Group therefore recommend that such a system should be explored further and incorporated into parish emergency plans where appropriate.

5.30 In urban or non-parished areas, the possibility of existing neighbourhood watch areas taking on responsibility for warning the vulnerable should be considered.

Parish Emergency Plans

5.31 The Group believe that it would be useful if the county council could lead on providing an emergency plan template or 'blueprint' with support to aid its completion, to those parishes most likely to be affected by flooding.

5.32 How the whole process could be managed across all tiers of local Government needs further examination. Two county council emergency planning officers were currently dedicated to helping the district councils with emergency planning. We believe that this is a positive move which we applaud.

5.33 The Group recommend that the County Council's Emergency Planning Team assists with the development of a blue print or toolkit, providing more than just a skeleton, for other parishes' emergency plans, with the aim of encouraging parishes to create their own emergency plans for use in appropriate circumstances.

5.34 It was acknowledged though that all parishes were different and that in some parishes, turnover could be quite frequent, so ways of ensuring information and knowledge were passed on were important, such as perhaps a dedicated annual meeting.

Public Transport alterations

5.35 The Group asked Highways Officers what else could be done to improve the councils' response to the flooding emergency. They advised that although alternative public transport arrangements had been put in place across Worcester city during the main bridge closure, it was felt that better planning would have resulted in new routes being in place and communicated to the public more quickly.

5.36 The Group therefore recommend that alternative transport arrangements for areas known to flood are contained within the county's emergency plans; and that a training exercise takes place to test out the effectiveness of the plans and that bus operators involved are fully aware.

Insurance

5.37 Many flood victims have difficulty in obtaining flood insurance following this and other flooding incidents. The Association of British Insurers (ABI) had threatened to stop offering flood damage protection unless ministers put more cash into defences. However, millions of homes will continue to get flood cover under a deal between the Government and the insurance industry in July 2008. The industry said it would still offer cover to people at moderate risk and existing customers at significant risk although the deal still depends on the Government delivering improvements to flood defences due within five years.

5.37 Some businesses were under-insured and sought help and advice, others had insurance but sought advice on not claiming. Some companies offered services at reduced rates to help those affected.

5.38 The 2007 floods resulted in around 165,00 claims and are the most costly insured weather related event in the UK.

5.39 The Association of British Insurers recognise the potential for providing better information to customers about what to do if they are affected by flooding; what the repair process is and how long it takes; and to ensure that customers are provided with clear and concise key information about their claim⁷. They have promised to discuss with key support groups, such as the NFF, how to improve the information that is provided to customers on these issues further.

5.40 When people are buying a house, they should be able to get advice on flood risk in the same way as they get advice on fire and crime risk. At present, a basic flood risk assessment can cost up to £1,000. The Group fully support **Pitt's recommendation No 63**, that flood risk should be made part of the mandatory search requirements when people buy property, and should form part of Home Information Packs.

5.41 **Pitt also recommends (No 32)** that the insurance industry should develop and implement industry guidance for flooding events, covering reasonable expectations of the performance of insurers and reasonable actions by customers.

5.42 The Group recommend that this joint scrutiny task group reviews the outcome of the insurance industry's proposal to agree common minimum information on flooding insurance claims which should be provided to flood victims in 12 months time.

⁷ The Association of British Insurers Summer Floods 2007: Learning the lessons, page 16

SECTION 6 – FLOOD ALLEVIATION

6.1 The Group spoke to the Environment Agency, which has a statutory responsibility for flood management and defences and to manage flood risk to existing properties and assets. Some of its main duties are:

- To maintain or improve main rivers
- To install and operate flood warning equipment
- To control actions by riparian owners and occupiers which might interfere with the free flow of main rivers
- Preparation of River Basin Management Plans under the Water Framework Directive

6.2 The Environment Agency is responsible for the maintenance of "main rivers and strategic streams." For non-main rivers and streams the responsibility for their maintenance and the removal of obstructions etc. lies with the riparian owners of the land adjacent to the watercourse. Where a stream passes through a culvert underneath a highway for which the County Council is the highway authority, then the County Council is the responsible authority for the watercourse.

6.3 District Councils have permissive powers, rather than statutory obligation. **Under the Land Drainage Act District Councils have the power to serve notice on landowners to adequately maintain a watercourse**, and can prosecute for non-compliance. They cannot however ask a landowner to improve drainage. Some Districts are more proactive than others. It is hoped that the Government's new Floods and Water Bill⁸ will make district council's responsibilities clearer.

Prioritising funding for flood defences

6.4 The Group enquired as to the basis on which any extra funding for flood defences would be prioritised and found that the Environment Agency had been asked to identify watercourses at risk of flooding 25 or more house equivalents. Feasibility work was being undertaken to identify ways of alleviating flood risk in these areas. The Environment Agency are for example, carrying out flood alleviation works at Hylton Road in Worcester. The plan is to extend an earth embankment and make provisions to install demountable flood barriers. Work should be completed by October 2008.

6.5 The Environment Agency have recently received £3.6m funding to protect Upton-on-Severn from flooding. They are also currently carrying out viability studies to see whether carrying out flood alleviation works would be technically possible, environmentally acceptable and financially viable in the following locations:-

- River Severn – at Kempsey, Uckinghall and Severn Stoke
- Bow Brook – at Himbleton
- River Avon – at Pershore and Evesham

⁸ The current timetable is for a consultation Draft of the Floods and Water Bill to be published in Spring 2009

- Badsey/Bunches Brook – at Broadway, Childswickham, Murcot and Wickhamford
- Merry Brook – at Charlton
- River Teme – at Powick

6.6 Whilst this is good news for households in these areas, the Group was concerned about the needs of households outside the ‘priority area’. We heard that the NFF was sponsored by Defra to oversee pilot grant projects in 6 areas around the country to find out if giving Government grants for flood resilience/resistance measures, in areas where funding was not cost beneficial for hard engineered flood defences. The NFF had been campaigning for such a scheme for sometime.

6.7 Defra has (on 30 July 2008) set out plans to contribute at least £5 million to a scheme to support households in England which face a particularly high risk of flooding but which are not protected by traditional community level defences. The funding comes on top of any help already provided by local authorities, the insurance industry and households themselves. We understand that this current Government consultation⁹ builds on the pilot grant scheme that Defra has recently completed. It asks stakeholders for their views on whether offering households a free home flood survey would be sufficient to drive greater take-up or whether a Government grant to subsidise the costs of the measures themselves would be required.

6.8 The Group support the introduction of Government grants to those affected by regular flooding for flood alleviation/resilience products.

Dredging

6.9 The Group asked why there was less dredging of rivers in the County than twenty years ago. It was acknowledged that dredging could improve the flow of water, however, the Environment Agency looked at the consequences of dredging and whether it was sustainable. They considered the impact of dredging on flow and floodplains. Historically, dredging was carried out by river navigation authorities to allow the passage of large vessels. In practice, after dredging, rivers would quickly silt back up again making it high cost for little benefit. Some dredging was still carried out where it was felt necessary. Flood barriers and embankments were often considered more cost effective ways of reducing the impact of flood risk.

Flood barriers - Upton

6.10 Given that exceptional rainfall had been forecast by the Met Office and flood warnings issued by the Environment Agency, we asked, given the impact on the town, why the temporary barrier at Upton had not been erected on time in July.

6.11 There were a number of reasons, including

- an unprecedented rate of rise of the river

⁹ Defra’s Consultation on promoting property-level flood protection and resilience (30 July 08 – 28 Oct 08)

- the transport lorries from South Kidderminster and staff from the Tewksbury area could not get through by road (due to surface water flooding).

6.12 The Group were advised that even if the barriers had been erected, the water levels rose even higher and would have breached the temporary barriers. We were told that this in itself would have caused significant difficulties and may have informed the decision as to whether or not to erect the barriers even if they could have been erected. As the barriers had not been erected, Upton was subjected to a gradual increase in the levels of floodwater. However, had the barriers been erected and subsequently breached, there was a danger that the barriers would have collapsed and been washed away, which would have resulted in an unmanageable surge of water engulfing the town. However, funding has since become available for more permanent flood protection in Upton, removing the need for temporary barriers.

6.13 The Environment Agency accepted that generally, barriers should be stored close to the point of use. **The Group believe that the workforce responsible for erecting barriers should also live in the vicinity.**

The Role of Parish Councils in Flood Alleviation

6.14 The Group support the view that it would be an improvement if parish councils were able to identify vulnerable or elderly people in need of more effective flood alleviation products such as airbrick covers and temporary door flood barriers. Individual parish councils could then, based on their local knowledge ensure such measures were put in place quickly especially for those identified as being at risk. As mentioned earlier in the report, the Group is aware of the views of parish councils that they could (and would like to) do more. The Group believes that there is much value to be gained from using local knowledge and offers of assistance.

6.15 We recommend that parishes which have formed there own flood groups, consider incorporating, promoting and deploying flood resistant products as part of the work of the group.

SECTION 7 - SURFACE WATER FLOODING/DRAINAGE

Who is responsible?

7.0 Organisational responsibility and improving surface water drainage are two broad, but inter-linked, issues which need to be addressed, according to the recent Environment, Food and Rural Affairs (EFRA) Select Committee inquiry published in May 2008.

7.1 The Environment Agency collects data on river and coastal flooding and is responsible for issuing flood warnings in these areas. It is clear that 'No organisation either nationally or locally currently has overall responsibility for surface water flooding'.⁵

7.2 When drains begin to overflow, it is often difficult - and sometimes impossible - to determine who is responsible for certain drainage assets.

7.3 To help understand flood risk and resolve local disputes about who is responsible for flood risk, **Pitt's recommendation 16** is that Local authorities should collate and map the main flood risk management and drainage assets (over and underground), including a record of their ownership and condition, which the Group whole heartedly support.

What action is being taken at a Local Level?

7.4 The floods have provided a real focus for authorities to examine land drainage issues. We agree that the Environment Agency and local authorities need to do more to manage surface water drainage problems. The Group find that Worcestershire is keen to address the drainage issues highlighted in the **Pitt Review (recommendations 14 and 19)** and is being proactive. The Group welcome this approach.

Mapping drainage assets

7.5 A positive response to the flooding events have been the establishment of the Worcestershire Land Drainage Partnership, which brings together various organisations with responsibility for drainage. Membership includes representatives with responsibility for drainage from the county and each of the district councils as well as the Environment Agency, Severn Trent and local farmers and land owners. The Partnership formed (since Autumn 2007) to work together to reduce the likelihood of flooding by promoting and, where appropriate implementing, robust maintenance regimes. Part of this includes the preparation of a map of drainage assets.

7.6 Local parishes affected by flooding have also been proactive, with some parishes, forming their own flood defence group. Part of their work involves inviting representatives from the Environment Agency and officers from the county and district councils to look at drainage problem areas and suggest possible solutions. A group we spoke to have also identified riparian land owners and have had largely positive and receptive discussions about drainage issues – although with variable commitment to help. This kind of information is vital in creating a local flood and drainage assets map.

7.7 **Pitt recommends (No 19)** that Local authorities should assess and, if appropriate, enhance their technical capabilities to deliver a wide range of responsibilities in relation to local flood risk management. The Group are mindful of the potential resource implications but believe that additional resources should be sought from central Government to fund these extra posts.

7.8 The Group recommend that the County and each District Council ensure that suitably qualified officers in each district can take the lead responsibility for checking the condition of drainage assets (watercourse and ditches), feeding information to the drainage condition and assets map and sharing information with the Land Drainage Partnership.

Mapping surface water flood risk areas

National level

7.9 The EFRA report¹⁰ concludes that 'To be managed effectively, surface water flooding has to be addressed principally at the local level'.

7.10 As part of its 2004 *Making Space for Water* strategy, the Government announced that the Environment Agency should be granted, by 2009, a "strategic overview" role for inland flood risks, including surface water flooding, similar to the Agency's current responsibilities for river and coastal flooding. Evidence from the Agency in the EFRA report shows that "there is no common approach to the management and operation of drainage systems, a lack of joint strategic outcomes and failure to optimise expenditure, particularly within urban drainage systems."

7.11 **Pitt's recommendation (No 2)** is that the Environment Agency should progressively take on a national overview of all flood risk, including surface water and groundwater flood risk, with immediate effect. **He also recommends (No 4)** that the Environment agency should work with partners to urgently take forward work to develop tools and techniques to model surface water flooding.

7.12 The Land Drainage Partnership are working together to map important ditches and surface water flood risk areas and exploring how to develop countywide flood risk GIS maps to enable better modelling.

7.13 The Group agree with **Pitt's recommendation 35**, that the Environment Agency should make relevant flood visualisation data, held in electronic map format, available online to Gold and Silver Commands.

7.14 A Lecturer in Physical Geography at the University of Worcester has recently carried out some research into predicting where flash floods might occur in the city due to surface water runoff during heavy rainfall. The conclusions appear promising and could be useful for raising public awareness.

¹⁰ Chapter 3, para 17, Environment, Food and Rural Affairs (EFRA) Select Committee inquiry published in May 2008

7.15 The Group recommend that the Land Drainage Partnership considers this and other relevant research (as highlighted in the Pitt Review (Chapter 4) to find a practical cost effective way to model and map areas at risk from flash flooding.

7.16 Some parishes have produced their own maps of the extent and areas of flooding caused by the downpour on 20 July providing very useful historical data.

7.17 The Group recommend that the flood risk map should be produced by the District Councils and held by the County Council for every parish and urban area affected by floods, showing which properties and roads had flooded and the extent and direction of flow of flood waters. The District Council should carry out the mapping, with assistance from parishes. Information needs to be fed in to the County Council, and shared with members of the Land Drainage Partnership.

7.18 The Group recognise that this could involve much work especially for larger parishes, therefore, areas most prone to flooding should be prioritised first.

7.19 The County Council should co-ordinate sharing of the information on GIS maps, working in collaboration and sharing information with the Environment Agency.

7.20 The Group recommend that records of drainage maintenance carried out are also kept and routinely maintained and that, again, overall responsibility should rest with the County Council.

Improving drainage

7.21 In Worcestershire, the Land Drainage Partnership is considering how organisations can further work together to identify improvements that can be made to the county's network of watercourses, ditches, drains and culverts.

7.22 The County Council has allocated an additional £5m to improving highway drainage over the next 2 years. A scoping exercise has been completed by officers detailing over 800 drainage improvement issues. A spreadsheet has been completed to prioritise improvement works and clarify estimated costs.

7.23 Surface water flooding hotspots for prioritising flood alleviation work have already been identified across the County. Special project teams had been set up to solve some of the particularly complex drainage problems. These might include for example, problems with previous owners illegally piping water into the mains. Altering the capacity of culverts and storm drains and adopting privately owned drainage systems were also being considered as possibilities in solving drainage problems.

7.24 The Highways Authority felt progress was being made on some projects with the water company, Severn Trent Water, but would like better communication and attendance at a strategic level.

7.25 The Group recommend that appropriate representatives from Severn Trent at a strategic level, commit fully to participating in the Land Drainage Partnership.

7.26 Farmers we spoke to kept irrigation pumps and boring equipment for drainage works (capable of making drains under roads) and suggested these could be hired out to the local authority. The NFU already had farming machinery groups which might be of use.

7.27 The Group recommend that the County Council, in collaboration with the District Councils, should consider maintaining an inventory of local equipment held by local farmers which could be used in alleviating flooding and drainage problems either during a flooding event or as part of recovery.

Policies

7.28 The Land Drainage Partnership has developed a land drainage issues matrix to show the effects of various policies and procedures of different organisations. Farmer's felt that there were some conflicting issues for the Environment Agency as it had to choose between protecting either the farming industry or people's houses.

7.29 There were also conflicts between DEFRA land management schemes such as Entry Level Stewardship (ELS) and Environment Agency schemes. For example, in the ELS scheme, points were awarded for clearing ditches less often to protect wildlife habitats than might otherwise be advisable by the Environment Agency.

7.30 The Group recommend that the Government should review its own policies to ensure consistency and alignment of policies and procedures. Alternative ways of minimising flood risk such as examining farming methods and land use should form part of the review.

Planning to minimise run-off

7.31 Building designs could also minimise run-off by incorporating features such as a grass roof and sustainable urban drainage systems (SUDS) where water naturally soaked away into the ground.

7.32 The Group support the inclusion of developments with sustainable urban drainage systems in the Regional Spatial Strategy

7.33 When new systems are designed, an allowance is made for new development, however, it is not always known where development will occur and over what timescale. New sewerage systems are designed with a finite capacity and in accordance with current British and European standards. The issue is then one of what happens when that finite capacity is exceeded. Overland flow will result which has to be managed. The design of new developments needs to take this into account and equally as important is the potential impact of this flow on

existing development. Water Companies are not statutory consultees in the planning process yet drainage is a material consideration an issue that needs to be addressed. Insufficient capacity in drainage/sewerage systems is another cause of surface water run-off. Drainage systems were often built to cope with far fewer dwellings than are now connected. This seriously restricts their ability to cope with surface water run off in these circumstances. Severn Trent have stated during consultation with Defra that this right to connect to a public sewer should be revoked for surface water. **The Group agrees and therefore support Pitt's recommendation No 10**, 'the automatic right to connect surface water drainage of new developments to the sewerage system should be removed'.

7.34 The Group recommend that water companies:

- **discuss with the Government how to address drainage issues for new developments more effectively when finite capacity is exceeded and explore whether water companies could become statutory consultees as part of the planning process;**
- **act on reducing illegal connections to the infrastructure causing sewage backup/surge and water run-off into drains as soon as legislation allows; and**
- **invest to solve the problem of pumping stations cited on flood plains becoming unusable during floods.**

7.35 Another concern was the perceived weakness in assessing flood risk in the planning application process. The Environment Agency flood risk zones were based on river, not surface water flooding. Planning applications outside these zones did not trigger the need for an automatic flood risk assessment.

7.36 Although the Environment Agency did provide advice, we conclude that district planning committees need qualified technical advice and that there needs to be clearer Government guidance.

7.37 The Group recommend that each district council assess whether they have sufficient technical capability and if necessary ensure that a suitably qualified individual is available to advise District Planning Committees about drainage issues and flood risk implications for each development.

Drainage maintenance

7.38 Another cause of surface water run-off was inadequately maintained ditches and drains. It was highlighted that in some situations, this could help alleviate flooding by delaying runoff from going straight into rivers. Generally main drains and ditches needed to be kept clear to avoid land becoming water logged.

7.39 Sometimes the Environment Agency might encourage a farmer not to clear out a ditch, but this depended on the relevance of the ditch to the importance of drainage on the farm and the local catchment area. It was acknowledged that technical advice was needed as to whether a particular ditch should or should not be cleared. Some farmers, struggling economically, might find it difficult to afford adequate ditch and drain maintenance.

7.39 In some parishes, Worcestershire County Council had helped, by clearing road drains and gullies specified by the parish. They estimate this should prevent a number of properties from flooding again by flash floods.

7.41 Some parishes felt strongly that if the council were planning to clear out drains or ditches then their lengthsman should be contacted as he would know exactly where the problem areas were and where work should be carried out to best effect.

7.42 The Group recommend that consideration be given to a greater utilisation of the local knowledge on road drainage and watercourses of Parish Lengthsman. Parish Lengthsman should be contacted wherever possible to advise the County Council drain clearance teams of main flooding problem areas.

Grants

7.43 The Drainage Officer in Malvern Hills District Council had been working with Parishes to help get farmers to clear their ditches. A grant of 50% of costs up to a limit of £500 per landowner was available from the district council. The granting of an award under this scheme did not limit or replace the riparian landowner's continuing obligations to maintain their watercourses. Details were contained on their websites.

7.44 The Group recommend that the County and District Councils consider ways to improve advising both rural and urban householders of their drainage responsibilities, including details on the availability of grants as well as the consequences of non compliance.

7.45 In one parish, an area of flooding was caused by inadequate maintenance of ditches by landowners. This was confirmed by drainage officers. When the parish could get no adequate response from the landowners, they organised clearance and paid for it themselves

7.46 Some parishes felt they had been left to negotiate (sometimes unsuccessfully) with local landowners to maintain ditches and watercourses. Some did not know that under the Land Drainage Act, district councils had the power to serve notice on landowners to adequately maintain a watercourse, but no powers to force. The Group feel that a test case, at the earliest opportunity, would be beneficial.

7.47 The approach adopted by Wychavon and Wyre Forest, where officers proactively pursue and serve notice on landowners for not adequately maintaining watercourses, was seen as good practice. The Group feel that other Districts should be encouraged to adopt this approach.

7.48 The Group therefore recommend that all district councils should consider proactively making use of their powers to serve enforcement orders on landowners who do not comply with requests to maintain their ditches and/or watercourses.

7.49 In addition, the Local Government Act, 2000 (Part I) provided local authorities in England and Wales with a new power of 'well-being', which entitles them to do anything that might achieve the promotion or improvement of the environmental and social well-being of their area. Where a landowner cannot afford or is unwilling to repair ditches or water courses and this has a detrimental effect on peoples lives and properties, then the district council has the power under this Act, carry out any necessary work, possibly claiming back the costs from land owners or their estate.

7.50 The Group recommend that District Councils should develop an arrangement whereby if a riparian land owner can not afford or is unwilling to repair water courses, then under the Local Government Act 2000, they should carry out necessary work and where possible claim the cost of works back from the land owners or their estate.

SECTION 8 – BUSINESS RECOVERY

Farming and Business Community

8.1 To assist us in our investigations we sought the views of the National Farmers' Union and Country Land and Business Association.

8.2 They described to the Group in detail the impact the floods had had on the farming community and also highlighted the relationship between land management and potential flooding. The Government's plans to allow more agricultural land to flood to protect urban development in the future were well understood by the farming community but the issues of costs and compensation had not been finalised and this remained a significant concern to the farming community.

8.3 There was a clear impact on land management and the potential impact on surrounding communities. If farmers were to build defences to protect their crops, then communities downstream could be adversely affected.

8.4 The views of local farmers and the NFU was that if the Environment Agency wished to protect communities by flooding agricultural land there should be some form of compensation available to the farming community.

Inconsistent Financial Aid

8.5 One of the main concerns raised by the NFU was that there was no consistency of approach to financial aid for farmers. This had been raised during their meeting with Sir Michael Pitt's Group.

8.6 In the South West Regional Development Agency area, it was understood that farmers affected by the summer floods could each claim up to £2,500. In the West Midlands Regional Development Agency area however, funding was being provided by Advantage West Midlands (AWM). Loans were made available through 'Business Link' but were conditional on farmers employing a Business Link consultant to assess flood damage and create or check the viability of a business recovery plan. £2m had been made available in the region for these cashflow bridging loans but were only available to those who could not obtain funding through their own bank. It was understood that only £80,000 of this money had been claimed. Clearly, processes need to be reviewed to ensure that assistance is provided in an appropriate form in the future.

8.7 Farmers were frustrated by the complexity of application forms and lack of consistency nationally. An interest free bridging loan with fewer strings attached would have been more useful to farmers. They felt that the Government was under the impression it had provided a large pot of money (£11m) to alleviate the impact of the floods, but in reality, much of this money had not been used nor reached those in need.

8.8 The Country Land and Business Association and NFU websites provided links to guidance and contacts for farmers seeking grants.

Sewage contamination

8.9 Thousands of acres of crops on agricultural land by the River Severn were lost after being flooded with contaminated water. No crops subsequently grown on contaminated land can be sold for public consumption for 2 years after such an event. Not only does this have a major impact on the livelihood of many but there is a lack of certainty in the farming community over the classification of contaminated land.

8.10 The Group therefore recommend that the Government (DEFRA) produce national guidance to clarify the criteria for contaminated land.

8.11 It seemed unfair to farmers that Severn Trent Water were allowed to release sewage into watercourses during a flood. Farmers were not allowed to release slurry. The Group have concerns about an imbalance in standards. Farmers believe they should be able to claim compensation against water companies for sewerage contamination.

8.12 **The Group welcome Pitt's recommendation (No 32).** As part of the forthcoming and subsequent water industry pricing reviews, Ofwat should give appropriate priority to proposals for investment in the existing sewerage network to deal with increasing flood risk.

8.13 In furtherance of Pitt recommendation No 32, we also recommend that the Government explores how it might legislate to increase control over water companies to prevent discharge of effluent into rivers.

Collecting flood debris

8.14 Another impact of the floods was the effort required to collect and dispose of the huge amounts of rubbish deposited on the land after the floodwaters receded. The farmer we spoke to told us the rubbish on his land measured 60 feet round and 15 feet high. The estimated cost of collecting and disposing of flood debris came to around £4,000. Offers of help from local authorities came too late. To avoid further costs of disposal, a derogation to burn the debris was obtained (involving the completion of more forms).

8.15 The Group conclude that existing arrangements are unfair and that legislation is needed on how to treat flood debris after a flooding emergency.

8.16 The Group therefore recommend that the Government should:

- **consider some form of compensation for landowners clear up costs; and/or**
- **consider creating some form of national labour force or using the Army to help with clear up of flood debris; and**
- **produce greater clarity on the circumstances in which it is appropriate for local authorities to provide clear up help to flood victims ie Wychavon provided skips for domestic waste but it was felt that legislation was needed to change the rules on trade waste in an emergency.**

The impact of the floods on local businesses

8.17 The Group heard from the Chamber of Commerce that the impact of flooding varied depending on the type of business. Recovery could take, weeks, months or years. Many businesses were affected indirectly even though they weren't flooded.

8.18 Agricultural businesses could be affected for 12 months to 2 years through loss of seed, feed for livestock, and not being able to sell crops grown on contaminated land.

8.19 There were a number of problems and difficulties faced by flooded businesses. The Chamber of Commerce had lobbied for help from various organisations. For instance, HM Revenue and Customs needed to understand that evidence for business accounts may have been lost in floods and they agreed that those affected would not be charged if payments were late as a result. Other companies/supplies did not appreciate the impact of flooding and the requirement to modify procedure.

8.20 The Group were aware of a business which had made use of premises offered temporarily by the Chamber of Commerce and had continued trading after a short break. The business had urgently needed connections to phone lines and were initially advised by BT to fill in the necessary forms and that there would be a 30 day waiting period. The Chamber of Commerce had helped BT better understand the needs of flooded businesses and helped ensure quicker connections.

Business Continuity Planning

8.21 The need for businesses to be better prepared for flooding in the future was also identified as an area where further work was necessary. The Chamber of Commerce were running training courses to try to address generally poor business continuity planning in the area.

8.22 **Pitt's recommendation No 13** is that Local authorities, in discharging their responsibilities under the Civil Contingencies Act 2004 to promote business continuity, should encourage the take-up of property flood resistance and resilience by businesses.

8.23 The Group conclude that the County Council should await the outcome of **Pitt's recommendation 60** – “that the Government should implement a public information campaign which draws on a single definitive set of flood prevention and mitigation advice for householders and businesses, and which can be used by media and the authorities locally and nationally.”

8.24 The Group recommends that when such advice is produced, the County Council's Emergency Planning Officer should discuss with the Chamber of Commerce how to then promote improved business continuity planning in the county.

Economic Recovery

8.25 Worcestershire Partnership [the county's Local Strategic Partnership (LSP)] was a multi-agency group comprising the heads of local Government, public services such as health, learning providers, police and probation, voluntary and community organisations and local businesses within Worcestershire.

8.26 The Worcestershire Partnership Board agreed to oversee the county's flood recovery in areas such as the economy, tourism, infrastructure and the environment. The Local Resilience Forum was happy for recovery to be managed in this way as the Worcestershire Partnership already had structures in place at county level and sub structures in the districts. The LRF was interested in how the process developed.

8.27 The Management Group took the lead in developing a recovery plan to address the impact of the floods. This resulted in Worcestershire securing £725,000 from the £1m regional Flooded Area Recovery Programme funding established by Advantage West Midlands (AWM - the Regional Development Agency for the West Midlands).

8.28 County Councillors had already received details of the Economic Recovery Plan and the AWM flood recovery funding package as part of their background information pack. This showed that £600,000 was being used to fund short term projects to help the economies of affected towns whilst £125,000 supported additional promotion for activities and events to assist the tourism economy in the short term.

8.29 It was explained that the LSPs bid for £725,000 was the lion's share of £1m of available from AWM. It was understood that Shropshire and Herefordshire received about £100,000 each and the remainder went to Tourist West Midlands.

Recovery works

8.30 As part of our investigations we considered the management of the recovery phase more specifically in areas such as the economy, infrastructure and the environment. The Group were told of the processes involved and given an indication of the types and size of work undertaken as part of the economic recovery. The £725,000 obtained was from the first tranche of flood recovery money made available for public realm work and not to be confused with the £2m of flood alleviation grant money for businesses and farmers. These grants were administered by Business Link.

8.31 The County's Local Strategic Partnership wanted to send out a strong message that Worcestershire was open for business and consulted with districts' officers on the most appropriate packages of funding.

8.32 Economic Recovery Works in Malvern Hills District were now completed whereas work in Droitwich was delayed due to the need for infrastructure work by the water company. A bid would be resubmitted to AWM for the work to be carried out in this financial year.

8.33 Members believed it was a sensible approach for the LSP to take the lead on recovery from flooding and oversee the recovery plan through the Economy and Transport Theme Group. The County Council acted as a banker – District

Councils would submit claims for work to the County Council which the County Council would pay, and then claim back amalgamated sums from AWM.

8.34 One of the problems for districts was staff capacity. There might be only one officer, in either property or economic recovery, whose role covered the recovery works. A sharing of resources across councils, including those councils less affected by a specific emergency could help alleviate such capacity issues.

8.35 The Group recommend that the County and District Councils develop protocols for sharing appropriate staff resources during recovery work after emergencies where appropriate.

SECTION 9 - CONCLUSIONS

9.1 It is clear that much good work has taken place during and after the flooding emergency. The Group have been impressed with how organisations are keen to improve any future response.

9.2 In the absence of an overarching body being responsible for flooding issues the Group support **Pitts recommendations 90 and 91** which require upper tier local authorities to set up scrutiny committees to annually review arrangements for managing flood risk. The Group believe that this joint committee is best placed to carry out such a review at least after the first twelve months.

9.3 The Group therefore recommend that this scrutiny task group be re-convened in 12 months time to review the outcomes from its findings and recommendations, as well as review progress on arrangements for managing flood risk.

SECTION 10 – FINDINGS AND RECOMMENDATIONS

BY ORGANISATION

FIRE AND RESCUE AUTHORITY

The Group support Pitt's Recommendation 39 which recommends that the Government should urgently put in place a fully funded national capability for flood rescue, with Fire and Rescue Authorities playing a leading role, underpinned as necessary by a statutory duty. Strategic co-ordination of these assets will also be included. [paragraph 3.23]

LOCAL RESILIENCE FORUM (LRF) PARTNERS

One of Pitt's recommendations (43) is that Gold Commands should be established at an early stage on a precautionary basis where there is a risk of serious flooding. This is a recommendation the Group would wholeheartedly support. [paragraph 4.5]

It is clear from the evidence presented to the Group that procedures for how and when 24/7 organisations (ie Fire, Police and Health) communicate with non routinely 24/7 organisations (ie County District and Parish Councils) during an emergency needs to be clarified.

The Group therefore recommend that partner organisations of the LRF should review how they communicate with each other, paying particular attention to the relationship between 24/7 organisations and non routinely 24/7 organisations. Protocols and procedures reflecting agreed ways of working should, in future, be included in the LRF communications plan, and widely communicated to ensure future clarity. Exactly who attends the LRF routinely and who attends Gold command in an emergency should be clearly identified from each member organisation. [paragraph 4.7]

The Group also found that there could be better understanding by the Police and Fire Authorities of the role of a district council during an emergency and its relationship with the County Council. **The Group recommend that the LRF takes the opportunity as part of future training events to ensure that there is a full understanding of the role of its partner organisations and their relationship with each other. [paragraph 4.9]**

The LRF's own review revealed a number of challenges. It showed that greater clarity was required on how an emergency is declared, the thresholds attached to declaring the emergency, how and where their Gold Command (also known as the Strategic Co-ordinating Group or SCG) is set up and the purpose attached to it¹¹. The Group are pleased that this has been recognised and that discussions are taking place to ensure greater clarity in future. [paragraph 4.10]

¹¹ 1st bullet point, page 20 of West Mercia Local Resilience Forum's Strategic Review – Summer floods 2007 - Final Report.

LRF – Media

The Group support BBC Hereford & Worcester's belief that improved communications would result if a local radio presenter could have easier access to information direct from experienced communications officers in Silver control. This point was included as part of their response to the Pitt Review. However the Group also recognise that other media organisations may legitimately feel that they had a similar claim.

The Group recommend that local radio car/s should be physically stationed in close proximity to Silver Control so that updates on a situation can be delivered immediately where appropriate and ensure the broadcasting of consistent messages. As part of this the Group also recommend that the legitimate needs of other media organisations are not overlooked and that arrangements are also put in place to disseminate information provided to other appropriate media providers. [paragraph 4.19]

Based on the evidence received, the Group are not convinced that press releases are always the best way of relaying information. **The Group also have concerns about alternative options in the event of a loss of power.**

The Group therefore recommend that the LRF review how it provides information to the public via the media, recognising the role of local radio in keeping the public informed and prioritising information to local radio in advance of the national media where appropriate. [paragraph 4.23]

Pitt's Recommendation 67: recommends that the Cabinet Office should provide advice to ensure that all LRFs have effective and linked websites providing public information before, during and after an emergency.
[paragraph 4.24]

The Group also recommend that a system is developed, whereby each Category 1 Responder organisation can post relevant public information on (or linked to) a designated space on the same web-site, so that details of road closures, the location of rest centres, evacuations, public transport (for example) can be more easily checked by the public and other organisations. [paragraph 4.25]

LRF – Parishes

The Group recommend that during a flooding emergency a single point of contact should be available to parishes to enable them to report local conditions (such as road conditions). Further, the LRF should consider the benefits and practicality of communicating with parish councils and how this might be included in the LRF Communications Plan. [paragraph 4.32]

LRF – Highways Agency

Pitt's Recommendation 45 is that the Highways Agency, working through LRFs, should further consider the vulnerability of motorways and trunk roads to flooding, the potential for better warnings, strategic road clearance to avoid people becoming stranded and plans to support people who become stranded.
[paragraph 4.36] The Group fully support this and consider more should be done

to avoid people becoming trapped on a motorway and to help them on occasions that they are. [paragraph 4.37]

The Group recommend that in addition to the Highways Agency and Government talking to the major voluntary services, the LRF also be asked to consider in more detail, the production of plans to support people who become stranded on motorways. [paragraph 4.38].

Pitt's recommendation No 64 is that the Government should issue clear guidance on expected levels of Category 2 responders' engagement in planning, exercising and response and consider the case for strengthening enforcement arrangements. [paragraph 4.41] **The Group recommend that the Highways Agency review its emergency procedures to ensure communication with a County Council Highway Authority officer, who should liaise with named officers in districts to alert them to the possible need for rest centres. The decision to (eg) open a rest centre or not should still, however, rest with the district council. [paragraph 4.42]**

SEVERN TRENT

The Group consider that Severn Trent were not fully aware and prepared for the consequences of a major incident of this scale, and particularly were not aware of the effect of the closure of Mythe Treatment Works in other areas than Gloucestershire, and that information provided was unclear and confusing. [paragraph 4.54]

It was clear to the Group that information about the impact on and the needs of some Worcestershire residents living near the Gloucestershire border was limited and this remains a grave concern to us. The Group are aware of the work Severn Trent are doing in respect of revising its emergency plans and have asked that the needs of Worcestershire residents are taken fully into account as part of these revisions. [paragraph 4.63]

The Group recommend that Severn Trent's revised emergency plans include emergency water drops for affected villages in Worcestershire and that smaller tankers more suited to narrow lanes are used when appropriate. [paragraph 4.64]

The Group understand that a planned new pipeline between Strensham and Mythe will in future provide an alternative supply, however, until this can be guaranteed, the Group recommend that Severn Trent should increase the size of its reserves. [paragraph 4.65]

The Group recommend that appropriate representatives from Severn Trent at a strategic level, commit fully to participating in the Land Drainage Partnership. [paragraph 7.25]

The Group recommend that water companies:

- **discuss with the Government how to address drainage issues for new developments more effectively when finite capacity is exceeded and explore whether water companies could become statutory consultees as part of the planning process;**

- **act on reducing illegal connections to the infrastructure causing sewage backup/surge and water run-off into drains as soon as legislation allows; and**
- **invest to solve the problem of pumping stations cited on flood plains becoming unusable during floods. [paragraph 7.34]**

COUNTY AND DISTRICT COUNCILS

... temporary 'Hublets' were set up in those communities worst affected by flooding so that residents could more easily obtain advice and reassurance that something was being done. Printed advice leaflets were also produced and distributed with local free papers and County Councillors were kept informed through web-bulletins. The County Council's marketing and communications unit has been shortlisted for a national award for excellence for its work during the summer floods. [paragraph 5.5]

The use of 'hublets' had been seen as beneficial particularly as it ensured a local dissemination of vital information. **The Group recommend that the further development of this approach (including their staffing and location) should form a key part of the County Council's response to any future emergency. To maximise their effectiveness 'hublets' would need to be established and fully operational as quickly as possible as an emergency develops. [paragraph 5.7]**

Role of Councillors as Community Leaders

The Group support **Pitt's Recommendation 68**: that Council leaders and chief executives should play a prominent role in public reassurance and advice through the local media during a flooding emergency, as part of a co-ordinated effort overseen by Gold Commanders. The Group believe that the development of a linked website (as recommended in paragraph 4.25) would provide a valuable tool for Council Leaders and councillors to enable them to play a more prominent role in public reassurance and advice. [paragraph 5.9]

The Group recommend that it should be made clear to Councillors how they will be briefed on a developing emergency and how Councillors can find out what is happening. [paragraph 5.10]

With this in mind, the Group also recommend that all Councils review and update their emergency contact lists and that they be shared widely in a co-ordinated way. Furthermore, agreed arrangements should be put in place to ensure that such lists are regularly and routinely updated. [paragraph 5.11]

Taking on board the spirit of the Pitt recommendation 66, the Group recommend that the County Council investigates the feasibility of introducing a system to enable customer contact centres to redirect callers where appropriate (such as to the Environment Agency for advice on what to do in a flood). [paragraph 5.15]

The Group recommend that structures for the provision of relevant information to the contact centers are drawn up and put in place as soon as possible. [paragraph 5.17]

As previously mentioned (paragraph 4.25) creating a dedicated space on the same website with lists of contacts for each partner organisations such as for example, trading standards, the highways agency and the Chamber of Commerce, would be a useful start. **The Group recommend that ways of achieving this be explored further with members of the Local Resilience Forum, led by the County Council’s Emergency Planning and Communications Units. [paragraph 5.19]**

The Group recommend that the Chamber of Commerce be invited to discuss further its offer to help local authorities maintain a list of useful numbers, including approved contractors with a variety of different skills (ie flooring, electrical, plumbing) to be called upon as required during or after an emergency. [paragraph 5.22]

The Group conclude that the County Council should await the outcome of **Pitt’s recommendation 60** – “that the Government should implement a public information campaign which draws on a single definitive set of flood prevention and mitigation advice for householders and businesses, and which can be used by media and the authorities locally and nationally.” **The Group recommend that when such advice is produced, the County Council’s emergency planning officer should discuss with the Chamber of Commerce how to then promote improved business continuity planning in the county. [paragraph 8.24]**

Transport

The Group recommend that alternative transport arrangements for areas known to flood are contained within the county’s emergency plans; and that a training exercise takes place to test out the effectiveness of the plans and that bus operators involved are fully aware. [paragraph 5.36]

Drainage – Technical Responsibility

Pitt recommends (No 19) that Local authorities should assess and, if appropriate, enhance their technical capabilities to deliver a wide range of responsibilities in relation to local flood risk management. The Group are mindful of the potential resource implications but believe that additional resources should be sought from central Government to fund these extra posts. [paragraph 7.7].

The Group recommend that the County and each District Council ensure that suitably qualified officers in each district can take the lead responsibility for checking the condition of drainage assets (watercourse and ditches), feeding information to the drainage condition and assets map and sharing information with the Land Drainage Partnership. [paragraph 7.8]

The Group recommend that each district council assess whether they have sufficient technical capability and if necessary ensure that a suitably qualified individual is available to advise District Planning Committees about drainage issues and flood risk implications for each development. [paragraph 7.37]

Drainage maintenance

The approach adopted by Wychavon and Wyre Forest, where officers proactively pursue and serve notice on landowners for not adequately maintaining watercourses, was seen as good practice. The Group feel that other Districts should be encouraged to adopt this approach. **The Group therefore recommend that all district councils should consider proactively making use of their powers to serve enforcement orders on landowners who do not comply with requests to maintain their ditches and/or water courses.** [paragraph 7.48]

The Group recommend that District Councils should develop an arrangement whereby if a riparian land owner can not afford or is unwilling to repair water courses, then under the Local Government Act 2000, they should carry out necessary work and where possible claim the cost of works back from the land owners or their estate. [paragraph 7.50]

Flood Risk Mapping

The Group recommend that the flood risk map should be produced by the District Councils and held by the County Council for every parish and urban area affected by floods, showing which properties and roads had flooded and the extent and direction of flow of flood waters. The District Council should carry out the mapping, with assistance from parishes. Information needs to be fed in to the County Council, and shared with members of the Land Drainage Partnership. [paragraph 7.17]

The Group recognise that this could involve much work especially for larger parishes, therefore, areas most prone to flooding should be prioritised first. [paragraph 7.18]

The County Council should co-ordinate sharing of the information on GIS maps, working in collaboration and sharing information with the Environment Agency. [paragraph 7.19]

Flash Flooding

A Lecturer in Physical Geography at the University of Worcester has recently carried out some research into predicting where flash floods might occur in the city due to surface water runoff during heavy rainfall. The conclusions appear promising and could be useful for raising public awareness.

The Group recommend that the Land Drainage Partnership considers this and other relevant research (as highlighted in the Pitt Review (Chapter 4) to find a practical cost effective way to model and map areas at risk from flash flooding. [paragraph 7.15].

The Group recommend that records of drainage maintenance carried out are also kept and routinely maintained and that, again, overall responsibility should rest with the County Council. [paragraph 7.20]

The Group recommend that the County Council, in collaboration with the District Councils, should consider maintaining an inventory of local

equipment held by local farmers which could be used in alleviating flooding and drainage problems either during a flooding event or as part of recovery [paragraph 7.27]

The Group recommend that the County and District Councils consider ways to improve advising both rural and urban householders of their drainage responsibilities, including details on the availability of grants as well as the consequences of non compliance. [paragraph 7.44]

The Group recommend that the County and District Councils develop protocols for sharing appropriate staff resources during recovery work after emergencies where appropriate. [paragraph 8.35]

The Group support the inclusion of developments with sustainable urban drainage systems in the Regional Spatial Strategy [paragraph 7.32]

PARISHES

One of the issues raised in the Pitt Review was the need for a door knocking flood warning system at a local level¹². Lists of vulnerable people should be kept along with named persons with responsibility for warning. We believe that parishes are best placed to carry out this kind of warning system in rural areas. **The Group therefore recommend that such a system should be explored further and incorporated into parish emergency plans where appropriate. [paragraph 5.29]**

In urban or non-parished areas, the possibility of existing neighbourhood watch areas taking on responsibility for warning the vulnerable should be considered. [paragraph 5.30]

The Group recommend that the County Council's Emergency Planning Team assists with the development of a blue print or toolkit, providing more than just a skeleton, for other parishes' emergency plans, with the aim of encouraging parishes to create their own emergency plans for use in appropriate circumstances. [paragraph 5.33]

It was acknowledged though that all parishes were different and that in some parishes, turnover could be quite frequent, so ways of ensuring information and knowledge were passed on were important, such as perhaps a dedicated annual meeting. [paragraph 5.34]

The Group recommend that parishes which have formed there own flood groups, consider incorporating, promoting and deploying flood resistant products as part of the work of the group. [paragraph 6.15]

The Group recommend that consideration be given to a greater utilisation of the local knowledge on road drainage and watercourses of Parish Lengthsman. Parish Lengthsman should be contacted wherever possible to advise the County Council drain clearance teams of main flooding problem areas. [paragraph 7.42]

¹² Pitts recommendation 61 is that the Environment Agency should work with local responders to raise awareness in flood risk areas and identify a range of mechanisms to warn the public, particularly the vulnerable, in response to flooding.

JOINT SCRUTINY TASK GROUP

The Group recommend that this Joint Scrutiny Task Group reviews the outcome of the insurance industry's proposal to agree common minimum information on flooding insurance claims which should be provided to flood victims in 12 months time. [paragraph 5.42]

It is clear that much good work has taken place during and after the flooding emergency. The Group have been impressed with how organisations are keen to improve any future response. In the absence of an overarching body being responsible for flooding issues the Group support **Pitts recommendations 90 and 91 which require upper tier local authorities to set up scrutiny committees to annually review arrangements for managing flood risk. The Group believe that this joint committee is best placed to carry out such a review at least after the first twelve months. The Group therefore recommend that this Joint Scrutiny Task Group be re-convened in 12 months time to review the outcomes from its findings and recommendations, as well as review progress on arrangements for managing flood risk. [paragraph 9.3]**

NATIONAL GOVERNMENT

There were also conflicts between DEFRA land management schemes such as Entry Level Stewardship (ELS) and Environment Agency schemes. For example, in the ELS scheme, points were awarded for clearing ditches less often to protect wildlife habitats than might otherwise be advisable by the Environment Agency. **The Group recommend that the Government should review its own policies to ensure consistency and alignment of policies and procedures. Alternative ways of minimising flood risk such as examining farming methods and land use should form part of the review. [paragraph 7.30]**

The Group recommend that the Government (DEFRA) produce national guidance to clarify the criteria for contaminated land. [paragraph 8.10]

In furtherance of Pitt recommendation No 32, the Group also recommend that the Government explores how it might legislate to increase control over water companies to prevent discharge of effluent into rivers. [paragraph 8.13]

The Group conclude that existing arrangements are unfair and that legislation is needed on how to treat flood debris after a flooding emergency. **The Group therefore recommend that the Government should:**

- **consider some form of compensation for landowners clear up costs; and/or**
- **consider creating some form of national labour force of using the Army to help with clear up of flood debris; and**
- **produce greater clarity on the circumstances in which it is appropriate for local authorities to provide clear up help to flood victims ie Wychavon provided skips for domestic waste but it was felt that legislation was needed to change the rules on trade waste. [paragraph 8.16]**

Public Advice

The Chief Executive of the National Flood Forum (NFF) told the Group that organisations needed to work more in partnership to produce multi-agency help and advice. She also believed that a public awareness campaign was needed to alert people to the risk of flooding and the need for household emergency plans, to include such things as grab bags containing a bank card, insurance documents and other necessities. Plans should also include arrangements for moving cars out of danger or caring for pets. The Group fully support this view and **Pitt's recommendation 60**: that the Government should implement a public information campaign which draws on a single definitive set of flood prevention and mitigation advice for householders and businesses, and which can be used by media and the authorities locally and nationally. [paragraph 5.1]

Although sandbags were often considered beneficial, the NFF did not support the utilisation of sandbags as they were not waterproof, required some kind of membrane to be effective and were difficult to use by vulnerable or elderly residents. Also they were difficult to dispose of after the event. The Group support this view along with **Pitts recommendation 26**: that the Government should develop a single set of guidance for local authorities and the public on the use and usefulness of sandbags and other alternatives, rather than leaving the matter wholly to local discretion. [paragraph 5.3]

When people are buying a house, they should be able to get advice on flood risk in the same way as they get advice on fire and crime risk. At present, a basic flood risk assessment can cost up to £1,000. The Group fully support **Pitt's recommendation No 63**, that flood risk should be made part of the mandatory search requirements when people buy property, and should form part of Home Information Packs. [paragraph 5.40]

Appendix 1

WORCESTERSHIRE FLOODS SUMMER 2007 Schedule of the Task Group's Activity

Joint Worcestershire Scrutiny Members Meeting – agreed to joint scrutiny	26 November 2007, 6pm
Joint Worcestershire Scrutiny Members Meeting – membership agreed	Monday 4 February 2008, 6pm
Proposal to OSSC – terms of reference agreed	19 March 2008
<p>Joint Task Group discussions with:</p> <ul style="list-style-type: none"> • National Flood Forum (2.30) • Local Media (3.30 approx) • Local Resident (4.30 approx) • Highways Agency (5.30 approx) • Parish Councillors (6.30 approx) 	31 March 2008
<p>Joint Task Group discussions with:</p> <ul style="list-style-type: none"> • West Mercia Police (2.00-4.00) • H&W Fire & Rescue Authority (2.00-4.00) • Local Resilience Forum (2.00-4.00) • Severn Trent Water (4.00 approx) • Environment Agency (5.30 approx) • Land Drainage Partnership (7.00 approx) 	7 April 2008
<p>Joint Task Group discussions with:</p> <ul style="list-style-type: none"> • National Farmers Union (2-4.00) • CL&BA (2-4.00) • Chamber of Commerce (4-5.00) • Worcestershire Partnership (5.30-6.30) 	28 April 2008
Discussion emerging findings	30 June 2008
Discussion on draft report	6 August 2008
Re-draft to stakeholders	22 August 2008
Final Draft discussed with stakeholders	6 November 2008
Report published and presented to County and District Scrutiny Committees	Autumn 2008

List of key documents consulted during the scrutiny

National Documents

- The Pitt Review final report (June 2008)
The Pitt Review - Section 8 Next Steps and list of recommendations – Implementation and Delivery Guide (June 2008)
http://www.cabinetoffice.gov.uk/thepittreview/final_report.aspx
- House of Commons – Environment, Food and Rural Affairs Committee – Flooding – Fifth Report Session 2007/08 (May 2008)
<http://www.publications.parliament.uk/pa/cm200708/cmselect/cmenvfru/901/90102.htm>
- Defra – Future Water – Government’s water strategy for England (February 2008)
<http://www.defra.gov.uk/Environment/water/strategy/index.htm>
- Environment Agency – Making Space for Water –(December 2007)
<http://www.defra.gov.uk/enviro/fcd/policy/strategy/innovfnd.htm>
- Planning Policy Statement 25 Practice Guide – Managing Surface water (June 2008)
<http://www.communities.gov.uk/publications/planningandbuilding/pps25floodrisk>
- Environment Agency – River Severn- Catchment Flood Management Plan Draft (May 2008)
http://www.environment-agency.gov.uk/regions/midlands/1192964/2048445/?version=1&lang=_e
- National Farmers Unions’ response to the Environment Agency’s River Severn Catchment Flood Management Plan Draft (May 2008)
- Defra’s Consultation on promoting property-level flood protection and resilience (30 July 08 – 28 Oct 08)
<http://www.defra.gov.uk/corporate/consult/flood-protection/letter.htm>
- Fire and Rescue Service Operational Response to the Summer 2007 floods by Sir Ken Knight, Chief Fire and Rescue Adviser - Facing the Challenge (March 2008)
<http://www.communities.gov.uk/documents/fire/pdf/725360.pdf>
- The Association of British Insurers Summer Floods 2007: Learning the lessons (November 2007)
<http://www.abi.org.uk/BookShop/ResearchReports/Flooding%20in%20the%20UK%20Full.pdf>

- Environment Agency Flood Advice Guides – Includes what to do before during and after a flood and a best practice guide for parishes produced by Hampshire County Council
<http://www.environment-agency.gov.uk/subjects/flood/826674/882909/483622/?version=1&lang=e>
- The Water UK Review Group on Flooding - from the viewpoint of the water industry what lessons can be learned in the immediate aftermath of the floods of summer 2007.
<http://www.water.org.uk/home/news/press-releases/flooding-review-phase-1-4-feb-08/wateruk-review-group-on-flooding-phase-1.pdf>

Other Documents

- Hereford & Worcester Fire & Rescue Authority – Flood Scrutiny Report (May 2008)
<http://www.hwfire.org.uk/PDF/publications/floodScrutinyReportMay08.pdf>
- Post July summer floods debrief notes from Silver Control based in Worcester
- Agendas and Notes from Joint Scrutiny Task Group (November 2007 to April 2008)
<http://www.worcestershire.gov.uk/home/wccindex/wcc-mas/wcc-mas-dsu/wcc-cs-lads-scrutiny-floods-dates.htm>
- Severn Trent Water Authority – written responses to questions asked at 7 April Joint Scrutiny Task Group meeting (April 2008)
- Environment Agency – written responses to questions asked at 7 April Joint Scrutiny Task Group meeting (April 2008)
- Worcestershire County Council Cabinet Report and Appendices – Flooding within the County Summer 2007, (August 2007)
<http://www.worcestershire.gov.uk/home/wccindex/wcc-mas/wcc-mas-dsu/wcc-mas-committee-services/wcc-mas-minutes-committees.htm>
- Regional Spatial Strategy, Worcestershire County Council Officer's response
<http://www.worcestershire.gov.uk/home/wcc-planning-strategic-planning-regional-spatial-strategy-phase-3-revision>
- Worcestershire Land Drainage Partnership Meeting Notes, (October 2007) Worcestershire Land Drainage Partnership Meeting Agenda, (June 2008)

- Research recently carried out into predicting where flash floods might occur in Worcester due to surface water runoff, using readily available GIS systems, by Fleur Visser, a Lecturer in Physical Geography at the University of Worcester
- Worcestershire County Council - What can be done? What should be done? To minimise the impact of flooding on the people of Worcestershire - REPORT (December 2000)
http://www.worcestershire.gov.uk/home/wcc-cs-lads-scrutiny-reports-2000_flooding.pdf
- **Worcestershire Mental Health Partnership NHS Trust Board Report, (October 2007)**
- Worcestershire County Council response to Interim Pitt Review (March 2008)
- West Mercia Local Resilience Forum – Strategic Review -Summer Floods 2007 (December 2007)
- West Mercia Local Resilience Forum – Communications Plan (October 2007)
- Gloucestershire County Council – Copy of Head of Flood Alleviation Job Description
http://jobs.publictechnology.net/uploaded_file/file_name/17618/JD_for_HOFlood_alleviation_AJamends.doc

Other local authorities' scrutinies or work on flooding

- Malvern Hills DC Scrutiny Report – Review of the District Council's Response to Flooding Summer 2007 (draft discussed by Committee on 19 Feb 2008)
<http://malvern.whub.org.uk/home/mhc-about-cmma-panel-reports>
- Wychavon DC Scrutiny Report - Response to Flooding, December 2007
<http://www.ewychavon.org.uk/modern.gov/Published/StdDataDocs/2/7/2/0/SD00000272/OSFinalReport.pdf>
- Worcester City Scrutiny Committee Report – Note of Flash Flooding Review, 11 April 2007

Oxfordshire County Council's Flooding Scrutiny Scoping Template, November 2007

http://portal.oxfordshire.gov.uk/content/publicnet/council_services/about_your_council/improving_our_performance/scrutiny/scrutiny_reviews/Floods.pdf

- Gloucestershire County Council's Final Inquiry Report – Executive Summary and Recommendations, 21 November 2007
<http://www.gloucestershire.gov.uk/index.cfm?articleid=17502>

- **I&DeA Knowledge – Case Study - Nottinghamshire County Council – A Flood resilient County info document (March 2007)**
<http://beacons.idea.gov.uk/idk/aio/6086124>
- **Newark & Sherwood District Council – Community Resilience Leaflet**
<http://www.newark-sherwooddc.gov.uk/ppimageupload/holding/Image61382.PDF>
- **Beckford Parish Council – notes from public meeting concerning flood issues / newsletter (March 2008)**
<http://www.beckford-village.org/parishcouncil/index.php#>

Appendix 3
GLOSSARY

Acronyms	Meaning
ABI	Association of British Insurers
AWM	Advantage West Midlands
BBC H&W	BBC Hereford and Worcester (local radio)
CCA	Civil Contingencies Act 2004
COBR	Cabinet Office Briefing Room
Defra	Department for the Environment Food and Rural Affairs
ELS	Entry Level Stewardship (Defra)
EFRA	Environment Food and Rural Affairs
EA	Environment Agency
H&W FRA	Hereford and Worcestershire Fire and Rescue Authority
LDP	Land Drainage Partnership
LRF	Local Resilience Forum
LSP	Local Strategic Partnership
NFF	National Flood Forum
NFU	National Farmers Union
River Severn CFMP	River Severn Catchment Flood Management Plan
RNLI	Royal National Lifeboat Institute
STW	Severn Trent Water
SUDS	Sustainable Urban Drainage System
SWMP	Surface Water Management Plan
PPS 25	Planning Policy Statement 25 is about positive planning to deliver sustainable developments taking full account of flood risk.

Term	Explanation
Culvert	Drain, sewer or water course crossing under a road or embankment
<p data-bbox="235 411 472 480">Local Resilience Forum (LRF)</p> <p data-bbox="235 688 501 758">Gold Silver and Bronze Commands</p> <p data-bbox="235 1640 472 1709">Category 1 and 2 Responders</p>	<p data-bbox="560 411 1385 653">The LRF ensures partner agencies co-ordinate resources so they can respond effectively when emergencies or incidents occur. The Police lead during an emergency, using Gold, Silver and Bronze command structures. The LRF also exists to warn, inform, advise and educate the public about developments in the area of Civil Resilience. Membership is made up Category 1 and Category 2 responders.</p> <p data-bbox="560 688 1385 898">Gold Command Strategic decision makers at the local level. They establish the framework within which operational and tactical managers work in responding to and recovering from emergencies. Multi-agency co-operation at gold level is delivered through the Strategic Co-ordinating Group (SCG).</p> <p data-bbox="560 934 1385 1039">Gold Commander The most Senior Police Officer leading the strategic response to the emergency.</p> <p data-bbox="560 1075 1385 1285">Silver Command (or Silver Control) Tactical level of management introduced to provide overall management of the response to an emergency. Silver managers determine priorities in allocating resources, obtain further resources as required, and plan and co-ordinate when tasks will be co-ordinated.</p> <p data-bbox="560 1320 1385 1425">Silver Commander The Police Incident Commander at Tactical (Silver) Control, Chair of Silver Liaison Group.</p> <p data-bbox="560 1461 1385 1602">Bronze The level at which the management of 'hands-on' work is undertaken at the incident site or impacted areas. This is sometimes referred to as the 'operational level'.</p> <p data-bbox="560 1638 1385 1879">Category 1 Responder A person or body listed in Part 1 of Schedule 1 to the Civil Contingencies Act. These bodies are likely to be at the core of the response to most emergencies. As such, they are subject to the full range of civil protection duties in the Act. Examples of Category 1 responders include the emergency services and local authorities.</p>

	<p>Category 2 Responder A person or body listed in Part 3 of Schedule 1 to the Civil Contingencies Act. These are co-operating responders who are less likely to be involved in the heart of multi-agency planning work, but will be heavily involved in preparing for incidents affecting their sectors. The Act requires them to co-operate and share information with other Category 1 and 2 responders. Examples of Category 2 responders include utilities and transport companies.</p>
Flood resilience measures	<p>These measures include, for example, water resistant floors plaster and paint, removable, light weight doors and placing electricity sockets higher up – these measures will help speed up recovery when flooding occurs.</p>
Flood resistant measures	<p>These measures are designed to keep water out of your home such as door barriers and airbrick covers, raising the floor level or the building construction prevents floodwater from entering.</p>
Hublets	<p>The hublets were flood advice centres established by Worcestershire County Council, District Councils and other key partners to provide support and information for members of the public. Hublets were located across the County in Upton-upon-Severn, Tenbury Wells, Sedgeberrow, Kemerton, Powick and Kempsey.</p>
Riparian owner	<p>Owner of land on the boundary of a river, watercourse or shoreline</p>
<p>More information and advice on flooding can be found on the following websites:</p> <p>www.floodforum.org.uk (hosts the Blue Pages)</p> <p>Advice publications from the Environment Agency www.environment-agency.gov.uk/subjects/flood/826674/882909/483622/?version=1&lang=_e?lang=_e</p> <p>Floodline www.environment-agency.gov.uk/subjects/flood/826674/</p>	

This document can be made available in other languages (including British Sign Language) and alternative formats (large print, audio tape, computer disk and Braille) on request from the Overview and Scrutiny Team on telephone number 01905 766916 or by emailing scrutiny@worcestershire.gov.uk

'If you need help understanding this document in your own language, please contact Ethnic Access Link. Tel: 01905 25121' (English)

'যদি এই নথিটি আপনার নিজের ভাষায় বুঝতে আপনার বাস্তবের প্রয়োজন হয়, অনুগ্রহ করে Ethnic Access Link (এথনিক অ্যাক্সেস লিঙ্ক) কে 01905 25121 এমিলিভোন সহায়তা সেবারে কল করুন' (Bengali)

如果您需要這個文件的中文信息，請聯絡 Ethnic Access Link，電話是01905 25121 (Cantonese)

'Jeśli potrzebujesz pomocy w zrozumieniu tego dokumentu we własnym języku, zadzwoń do Ethnic Access Link. Tel: 01905 25121' (Polish)

'Se necessita de ajuda para perceber o conteúdo deste documento na sua língua, contacte a associação Ethnic Access Link pelo telefone: 01905 25121' (Portuguese)

'Si necesita ayuda para entender este documento en su idioma, puede ponerse en contacto con Ethnic Access Link en el teléfono 01905 25121' (Spanish)

Bu dokümanı kendi dilinizde anlamak için yardım isterseniz Ethnic Access Link ile temasa geçiniz. Tel: 01905 25121' (Turkish)

Ethnic Access Link (ایٹھنک ایکسس لنک) سے رابطہ کریں۔ ٹیلی فون: 01905 25121 (Urdu) اگر آپ کو اس دستاویز کو آپ کی اپنی زبان میں سمجھنے میں مدد کی ضرورت ہے، تو براہ کرم

Joint Countywide Flooding Scrutiny

Implications associated to Recommendations

Please note that the following recommendations relate specifically to the District Council. Therefore, in order to consider all recommendations within context, please refer to the Joint Countywide Scrutiny Report on Flooding (Appendix 1). A summary of findings and recommendations can be found in Section 10.

The recommendations have not been numbered within the main report, however, for ease of reference, they have been numbered in this document only. The paragraph reference (in brackets following each recommendation) refers to paragraphs contained within the Joint Countywide Scrutiny Report.

Recommendations 1 to 7 refer to the Local Resilience Forum (LRF) Partners

Recommendations 8 to 22 refer to County and District Councils

Recommendations 23 to 27 refer to Parish Councils

Recommendations 28 refer to the Joint Scrutiny Task Group

RECOMMENDATION 1:

The Group therefore recommend that partner organisations of the LRF should review how they communicate with each other, paying particular attention to the relationship between 24/7 organisations and non routinely 24/7 organisations. Protocols and procedures reflecting agreed ways of working should, in future, be included in the LRF communications plan, and widely communicated to ensure future clarity. Exactly who attends the LRF routinely and who attends Gold command in an emergency should be clearly identified from each member organisation. [paragraph 4.7]

Operational Implications:

The communication group of the Local Resilience Forum will need to devise a protocol and procedures for means of communication between the agencies that form part of the LRF and how they communicate with Parish Council's and voluntary sector bodies. The Council needs to be represented at these meetings.

Financial Implications:

There are no direct financial implications although officer time would be required to pursue this recommendation.

Legal Implications:

There are no legal implications for the District Council; the existing LRF already complies with the provisions of the Civil Contingencies Act 2004.

RECOMMENDATION 2:

The Group recommend that the LRF takes the opportunity as part of future training events to ensure that there is a full understanding of the role of its partner organisations and their relationship with each other. [paragraph 4.9]

Operational Implications:

Bromsgrove's emergency planning officer and other Council staff with key responsibilities in an emergency will need to attend training where a clear understanding about roles and responsibilities in an emergency of the various partner organisations can be established.

Financial Implications:

There are no direct financial implications although officer time would be required to pursue this recommendation.

Legal Implications:

There are no legal implications for the District Council.

RECOMMENDATION 3:

The Group recommend that local radio car/s should be physically stationed in close proximity to Silver Control so that updates on a situation can be delivered immediately where appropriate and ensure the broadcasting of consistent messages. As part of this the Group also recommend that the legitimate needs of other media organisations are not overlooked and that arrangements are also put in place to disseminate information provided to other appropriate media providers. [paragraph 4.19]

Operational Implications:

Bromsgrove's emergency planning officer and other Council staff with key responsibilities in an emergency will need to attend training where a clear understanding about roles and responsibilities in an emergency of the various partner organisations can be established.

In order to benefit from this form of communication it is important that Bromsgrove's emergency planning team have access to a radio. Furthermore, the communication officer needs to ensure that they convey an agreed and consistent message to local press as well as offering feedback to local radio.

Financial Implications:

There would need to be expenditure on the purchase of a radio to be stored in the emergency planning room, (estimated cost £200) there are no other direct financial implications although officer time would be required to pursue this recommendation.

Legal Implications:

There are no legal implications for the District Council.

RECOMMENDATION 4:

The Group therefore recommend that the LRF review how it provides information to the public via the media, recognising the role of local radio in keeping the public informed and prioritising information to local radio in advance of the national media where appropriate. [paragraph 4.23]

Operational Implications:

Bromsgrove will need to review its emergency plan communication arrangements so that it is confident that it can provide information to the public via the media.

Financial Implications:

There are no direct financial implications although officer time would be required to pursue this recommendation.

Legal Implications:

There are no legal implications for the District Council.

RECOMMENDATION 5:

The Group also recommend that a system is developed, whereby each Category 1 Responder organisation can post relevant public information on (or linked to) a designated space on the same web-site, so that details of road closures, the location of rest centres, evacuations, public transport (for example) can be more easily checked by the public and other organisations. [paragraph 4.25]

Operational Implications:

Bromsgrove will need to ensure it has staff aware and trained in providing information to a 'same web-site' and that information on road closures and rest centres can be conveyed easily to the public.

Financial Implications:

There are implications for the provision of training and officer time to enter information on the 'same website'. It will also be necessary to make arrangements for this information to be collected.

Legal Implications:

There are no legal implications.

RECOMMENDATION 6:

The Group recommend that during a flooding emergency a single point of contact should be available to parishes to enable them to report local conditions (such as road conditions). Further, the LRF should consider the benefits and practicality of communicating with parish councils and how this might be included in the LRF Communications Plan. [paragraph 4.32]

Operational Implications:

The Joint Countywide Task Group Report on Flooding needs to form part of a parish forum agenda. The recommendations for parish's need to be considered in some detail and the idea of a flood warden or single point of contact in a parish will be proposed. Details of the contact will need to be included in the district council's emergency plan and the role of the contact developed and negotiated. Furthermore, parish councils will need to be provided with the emergency planning officer duty rota.

Financial Implications:

There are no direct financial implications although officer time would be required to pursue this recommendation.

Legal Implications:

There are no legal implications.

RECOMMENDATION 7:

The Group recommend that in addition to the Highways Agency and Government talking to the major voluntary services, the LRF also be asked to consider in more detail, the production of plans to support people who become stranded on motorways. [paragraph 4.38].

Operational Implications:

Bromsgrove Compact group needs to be made aware of the Joint Countywide Task Group Report on Flooding and the role of the voluntary sector needs to be discussed. Methods of communication and the role of the voluntary and community sector should be incorporated into the district council's emergency plan.

Financial Implications:

There are no direct financial implications although officer time would be required to pursue this recommendation.

Legal Implications:

There are no legal implications.

RECOMMENDATION 8

The Group recommend that the further development of this approach (including their staffing and location) should form a key part of the County Council's response to any future emergency. To maximise their effectiveness 'hublets' would need to be established and fully operational as quickly as possible as an emergency develops. [paragraph 5.7]

Operational Implications:

The issue of 'hublets' needs to form an item for future development at County level. A protocol for staffing and establishing 'hublets' needs to be formulated and Bromsgrove needs to be involved in those negotiations. However, Bromsgrove CSC needs to brief staff on the concept of 'hublets' and establish arrangements for staffing and operating the 'hublet' in parts of the district in the event of an emergency. A procedure for setting up a 'hublet' and its operation will need to be formulated by CSC management.

Financial Implications:

There are no direct financial implications although officer time would be required to pursue this recommendation.

Legal Implications:

There are no legal implications.

RECOMMENDATION 9:

The Group recommend that it should be made clear to Councillors how they will be briefed on a developing emergency and how Councillors can find out what is happening. [paragraph 5.10]

Operational Implications:

A section in the emergency plan is devoted to communicating with ward councillors. However, this needs to be strengthened and arrangements need to be introduced that guides the briefing of elected members and provides them with relevant points of contact in cases of emergency. A briefing for members on the emergency plan should be held and this should be repeated following elections so that newly elected members are aware of the emergency planning arrangements.

Financial Implications:

There are no direct financial implications although officer time would be required to pursue this recommendation.

Legal Implications:

There are no legal implications.

RECOMMENDATION 10:

With this in mind (*i.e. recommendation 9 above*), the Group also recommend that all Councils review and update their emergency contact lists and that they be shared widely in a coordinated way. Furthermore, agreed arrangements should be put in place to ensure that such lists are regularly and routinely updated. [paragraph 5.11]

Operational Implications:

Bromsgrove District Council may want to circulate to all elected members its emergency planning officer duty rota and guidance on circumstances and conditions for contacting the duty officer.

Financial Implications:

There are no direct financial implications although officer time would be required to pursue this recommendation.

Legal Implications:

There are no legal implications.

RECOMMENDATION 11:

Taking on board the spirit of the Pitt recommendation 66, the Group recommend that the County Council investigates the feasibility of introducing a system to enable customer contact centres to redirect callers where appropriate (such as to the Environment Agency for advice on what to do in a flood). [paragraph 5.15]

The Group recommend that structures for the provision of relevant information to the contact centres are drawn up and put in place as soon as possible. [paragraph 5.17]

Operational Implications:

Bromsgrove District Council has produced a leaflet providing advice on flooding. This leaflet contains contact details regarding other agencies. This leaflet will be reviewed annually in January when the emergency plan is reviewed. Copies of the flood advice leaflet have been passed to the CSC and the Depot, but it may prove useful to ensure relevant staff are aware of the leaflet and have access to copies.

Financial Implications:

There will be a cost for staff training, revising the flood leaflet and printing new copies. In addition there will be the cost of officer time.

Legal Implications:

There are no legal implications.

RECOMMENDATION 12:

In relation to creating a dedicated space on the same website with lists of contacts for each partner organisations such as for example, trading standards, the highways agency and the Chamber of Commerce [paragraph 4.25], the Group recommend that ways of achieving this be explored further with members of the Local Resilience Forum, led by the County Council's Emergency Planning and Communications Units. [paragraph 5.19]

The Group recommend that the Chamber of Commerce be invited to discuss further its offer to help local authorities maintain a list of useful numbers, including approved contractors with a variety of different skills (i.e. flooring, electrical, plumbing) to be called upon as required during or after an emergency. [paragraph 5.22]

Operational Implications:

Bromsgrove's emergency planning officer will contact companies on its approved contractors lists to request information as to whether they would be prepared to be called upon as required during or after an emergency. This will be pursued following consultation with the Chamber of Commerce.

Financial Implications:

There are no direct financial implications although officer time would be required to pursue this recommendation.

Legal Implications:

There are no legal implications.

RECOMMENDATION 13:

The Group recommend that the County and each District Council ensure that suitably qualified officers in each district can take the lead responsibility for checking the condition of drainage assets (watercourse and ditches), feeding information to the drainage condition and assets map and sharing information with the Land Drainage Partnership. [paragraph 7.8]

(Note: Pitt recommends (No 19) that Local authorities should assess and, if appropriate, enhance their technical capabilities to deliver a wide range of responsibilities in relation to local flood risk management. The Group are mindful of the potential resource implications but believe that additional resources should be sought from central Government to fund these extra posts. [paragraph 7.7].)

Operational Implications:

Bromsgrove District Council has established an officers' watercourses group that has widened its brief to include flooding. It has been collecting information on responsibilities for the checking the condition of drainage assets and drawing up a drainage condition and asset map. However, there is much work to do on this and the Council has extremely limited resources to undertake this work. It is

suggested that the Council needs to explore other ways to enhance its resources. This will be necessary if the map is to be completed and regularly updated and information is to be shared with the Land Drainage Partnership.

Financial Implications:

The Council will need to consider whether a consultant is to be commissioned to pursue this recommendation or whether an additional drainage engineer is recruited. (Estimated cost for consultant would be £10,000 or an additional land drainage engineer £35,000 p.a.)

Legal Implications:

There are no legal implications. It is not known at this stage what aspects of the Pitt Review will be formally imposed on local authorities through legislation. The government has announced that a draft Floods and Water Bill will be published in the Spring of 2009.

RECOMMENDATION 14:

The Group recommend that each district council assess whether they have sufficient technical capability and if necessary ensure that a suitably qualified individual is available to advise District Planning Committees about drainage issues and flood risk implications for each development. [paragraph 7.37]

(Note: Pitt recommends (No 19) that Local authorities should assess and, if appropriate, enhance their technical capabilities to deliver a wide range of responsibilities in relation to local flood risk management. The Group are mindful of the potential resource implications but believe that additional resources should be sought from central Government to fund these extra posts. [paragraph 7.7].)

Operational Implications:

Bromsgrove District Council has a drainage engineer, but the demands on this resource are considerable. The extent of information and evidence demanded may mean that there are insufficient resources to carry out the degree of work needed to advise District Planning Committees about drainage issues and flood risk implications for each development. However, given that there is a housing moratorium advice on developments is relatively limited. Furthermore, the District Council has only a single drainage engineer. This engineer has worked for the Council for a considerable period of time and has built up enormous knowledge of the district and its associated drainage issues. This knowledge is inadequately documented and is not widely disseminated. When the current drainage engineer retires and substantial amount of this knowledge will be lost. The Council has to consider succession planning and re-examine the role of drainage engineers in the context of the increased frequency of flooding.

Financial Implications:

The Council will need to consider whether a consultant is to be commissioned to pursue this recommendation or whether an additional drainage engineer is recruited. (Estimated cost for consultant would be £10,000 or an additional land drainage engineer £35,000 p.a.)

Legal Implications:

There are no legal implications. It is not known at this stage what aspects of the Pitt Review will be formally imposed on local authorities through legislation. The government has announced that a draft Floods and Water Bill will be published in the Spring of 2009.

RECOMMENDATION 15:

The Group therefore recommend that all district councils should consider proactively making use of their powers to serve enforcement orders on landowners who do not comply with requests to maintain their ditches and/or water courses. [paragraph 7.48]

Operational Implications:

Bromsgrove District Council has held meetings with other district councils about enforcement. The Council needs to know who the land owner is or those with riparian responsibility before it can pursue enforcement. They need to receive a letter informing them of their responsibilities and giving them 28 days to carry out any necessary work. If the work is not carried out then the Council can serve notice. However, the Council have learnt that a campaign about the need to keep ditches and watercourses clear is necessary. Furthermore, those with responsibility for maintaining watercourses and ditches often need expert advice as maintenance is a complicated process with sometime unforeseen consequences. Bromsgrove District Council will need to produce written information on clearing ditches and watercourses and arrange advisory surgeries or workshops on maintenance. Where there is shared ownership of watercourses or ditches owners may need to be drawn together.

Financial Implications:

The Council will need to consider whether a consultant is to be commissioned to pursue this recommendation or whether an additional drainage engineer is recruited. (Estimated cost for consultant would be £10,000 or an additional land drainage engineer £35,000 p.a.). In addition a budget would need to be available to cover the cost of those cases where the land owner refused to co-operate with the enforcement notice and the Council therefore had to undertake the work via its own contractors. If the policy were to be pursued "proactively" this could result in a number of such interventions each year at estimated cost of £2000 to £3000 per incident. Past experience has shown that despite legal intervention it cannot be guaranteed that the monies spent on the works will be recovered in full from the land owners. Officer time from the legal department would also be needed to support the process and undertake debt recovery work.

Legal Implications:

The relevant legal power to serve enforcement notices derives from the Land Drainage Act 1991. In the event that a notice is not complied with then the remedy available to the Council is to arrange for its own contractors to enter the land and complete the works, the cost of which is then charged back to the land owner. If the land owner fails to pay the costs as re-charged then legal action will be required to be taken to recover the debt on behalf of the Council

RECOMMENDATION 16:

The Group recommend that District Councils should develop an arrangement whereby if a riparian land owner can not afford or is unwilling to repair water courses, then under the Local Government Act 2000, they should carry out necessary work and where possible claim the cost of works back from the land owners or their estate. [paragraph 7.50]

Operational Implications:

This is an alternative legal basis for achieving the same outcome as under recommendation 15. There may, from time to time, be occasions when using these powers would be helpful. However, the same considerations as to the time and resources needed to recover unpaid debts will apply here as apply to recommendation 15. Bromsgrove District Council will examine this issue, but advice is that this is a difficult and time consuming process.

Financial Implications: The Council will need to consider whether a consultant is to be commissioned to pursue this recommendation or whether an additional drainage engineer is recruited. (Estimated cost for consultant would be £10,000 or an additional land drainage engineer £35,000 p.a.). Were this to be adopted, a budget would also have to be set aside to cover the cost of the proposed works. Officer time from the legal department would also be needed to support the process and undertake debt recovery work.

Legal Implications:

As referred to above there is existing legislation namely the Land Drainage Act which enables local authorities to complete works and re-charge the cost to the land owners. This is the situation that is covered in recommendation 15 above. Recommendation 16 is talking about taking a slightly different legal approach by using the well being powers under the Local Government Act 2000. These powers allow local authorities to do anything that might achieve the promotion or improvement of the environmental and social well being of their area. In legal terms this remedy does not really achieve more than that which can already be achieved under the Land Drainage Act 1991 save that it could be used where there was no formal enforcement action being taken for example, or if there was no intention to recover the costs and it was a case of carrying out some improvement works for the benefit of the community at large.

RECOMMENDATION 17:

The Group recommend that the flood risk map should be produced by the District Councils and held by the County Council for every parish and urban area affected by floods, showing which properties and roads had flooded and the extent and direction of flow of flood waters. The District Council should carry out the mapping, with assistance from parishes. Information needs to be fed in to the County Council, and shared with members of the Land Drainage Partnership. [paragraph 7.17]

The Group recognise that this could involve much work especially for larger parishes; therefore, areas most prone to flooding should be prioritised first. [paragraph 7.18]

The County Council should co-ordinate sharing of the information on GIS maps, working in collaboration and sharing information with the Environment Agency. [paragraph 7.19]

Operational Implications:

The current resources available to Bromsgrove District Council are such that these would have to be augmented by additional resources either to allow the land drainage engineer to undertake this work or so that external expertise could be commissioned to carry out this work under supervision from the land drainage engineer. Additional resources would be necessary even after prioritising areas according to their vulnerability to flooding.

Financial Implications:

The Council will need to consider commissioning a consultant. (Estimated costs £10,000)

Legal Implications:

There are no legal implications.

RECOMMENDATION 18:

A Lecturer in Physical Geography at the University of Worcester has recently carried out some research into predicting where flash floods might occur in the city due to surface water runoff during heavy rainfall. The conclusions appear promising and could be useful for raising public awareness.

The Group recommend that the Land Drainage Partnership considers this and other relevant research (as highlighted in the Pitt Review (Chapter 4) to find a practical cost effective way to model and map areas at risk from flash flooding. [paragraph 7.15].

Operational Implications:

The majority of homes affected by flooding in Bromsgrove is as a consequence of flash flooding. There is some recording of homes affected by such flooding

and information has been assembled on the causes of the flooding. However, there has not been any systematic mapping nor modelling. In order to draw up a map and prepare models the Council's current land drainage resources would have to be augmented with further resources to carry out the work and prepared the map.

Financial Implications:

The Council will need to consider whether a consultant is to be commissioned to pursue this recommendation or whether an additional drainage engineer is recruited. (Estimated cost for consultant would be £10,000 or an additional land drainage engineer £35,000 p.a.)

Legal Implications:

There are no legal implications save that it is not known at this stage what aspects of the Pitt Review will be formally imposed on local authorities through legislation. The government has announced that a draft Floods and Water Bill will be published in the Spring of 2009.

RECOMMENDATION 19:

The Group recommend that records of drainage maintenance carried out are also kept and routinely maintained and that, again, overall responsibility should rest with the County Council. [paragraph 7.20]

Operational Implications:

The officer watercourses group of the District Council has received some information on maintenance arrangements, but further work needs to be carried out to ensure this is in a systematic form.

Financial Implications:

There are no direct financial implications although officer time would be required to pursue this recommendation.

Legal Implications:

There are no legal implications.

RECOMMENDATION 20:

The Group recommend that the County Council, in collaboration with the District Councils, should consider maintaining an inventory of local equipment held by local farmers which could be used in alleviating flooding and drainage problems either during a flooding event or as part of recovery [paragraph 7.27]

Operational Implications:

Information on local equipment held by local farmers which could be used to alleviate flooding and drainage problems is not held by the Council. The

Council's current resources will not permit this work to be carried out in a short time scale. In order to assemble this information, the Council's current resources would have to be augmented by external support.

Financial Implications:

The Council will need to consider commissioning a consultant. (Estimated costs £10,000)

Legal Implications:

There are no legal implication relating to the task of collating an inventory; if it is intended that the equipment should be used in instances of flooding by the Council or other agencies there are legal issues which would have to be addressed as to the arrangements under which that use should take place together with possible health and safety issues.

RECOMMENDATION 21:

The Group recommend that the County and District Councils consider ways to improve advising both rural and urban householders of their drainage responsibilities, including details on the availability of grants as well as the consequences of non compliance. [paragraph 7.44]

Operational Implications:

Bromsgrove District Council will need to examine the feasibility of running a campaign that focuses on responsibilities for watercourses and ditches and the availability of grants and potential for penalties to be imposed. A campaign of this sort will inevitably generate new demands and calls for advice on managing watercourses and drainage. The Council's present level of resource in relation to land drainage would mean that it could not adequately respond to these additional expectations. The Council would have to recruit or engage additional resources.

Financial Implications:

The Council will need to consider whether a consultant is to be commissioned to pursue this recommendation or whether an additional drainage engineer is recruited. (Estimated cost for consultant would be £10,000 or an additional land drainage engineer £35,000 p.a.)

Legal Implications:

The Council is able to give general advice and guidance; it would not be in a position to give specific legal advice to private individuals.

RECOMMENDATION 22:

The Group recommend that the County and District Councils develop protocols for sharing appropriate staff resources during recovery work after emergencies where appropriate. [paragraph 8.35]

Operational Implications:

Bromsgrove District Council has limited resources to meet its own needs. However, approaches will be made to the County's emergency planning section to co-ordinate the preparation of an inter-district protocol.

Financial Implications:

There are no direct financial implications although officer time would be required to pursue this recommendation.

Legal Implications:

There are no legal implications.

RECOMMENDATION 23:

One of the issues raised in the Pitt Review was the need for a door knocking flood warning system at a local level¹². Lists of vulnerable people should be kept along with named persons with responsibility for warning. We believe that parishes are best placed to carry out this kind of warning system in rural areas.

The Group therefore recommend that such a system should be explored further and incorporated into parish emergency plans where appropriate. [paragraph 5.29]

In urban or non-parished areas, the possibility of existing neighbourhood watch areas taking on responsibility for warning the vulnerable should be considered. [paragraph 5.30]

Operational Implications:

Bromsgrove District Council has contacted the Fire and Rescue Service about a register of vulnerable households in the district. This information has not been received, but efforts will be made to follow through the request. Information will be sought from the Council's Lifeline service on details they maintain of vulnerable households and a register will be constructed.

The issue of vulnerable households will be discussed at the Parish Forum and raised as an item at neighbourhood meetings and PACT meetings.

Financial Implications:

There are no direct financial implications although officer time would be required to pursue this recommendation.

Legal Implications:

Any personal data collected would have to be stored and used in accordance with the terms of the Data Protection Act.

RECOMMENDATION 24:

The Group recommend that the County Council's Emergency Planning Team assists with the development of a blue print or toolkit, providing more than just a skeleton, for other parishes' emergency plans, with the aim of encouraging parishes to create their own emergency plans for use in appropriate circumstances. [paragraph 5.33]

Operational Implications:

The County Council's Emergency Planning Team will be invited to attend a Parish Forum to assist Parish's with the development of a blue print or toolkit for parish's emergency plans. However, it may prove necessary for the District Council to organise a training session for parish council representatives on drawing up a parish emergency plan.

Financial Implications:

There are no direct financial implications although officer time would be required to pursue this recommendation.

Legal Implications:

The parishes affected would need to take their own legal advice from CALC on the legal implications of this recommendation.

RECOMMENDATION 25:

It was acknowledged though that all parishes were different and that in some parishes, turnover could be quite frequent, so ways of ensuring information and knowledge were passed on were important, such as perhaps a dedicated annual meeting. [paragraph 5.34]

Operational Implications:

Consideration needs to be given by Bromsgrove District Council to including an item on an annual basis related to emergency planning on its parish forum agenda.

Financial Implications:

There are no direct financial implications although officer time would be required to pursue this recommendation.

Legal Implications:

The parishes affected would need to take their own legal advice from CALC on the legal implications of this recommendation.

RECOMMENDATION 26:

The Group recommend that parishes which have formed their own flood groups, consider incorporating, promoting and deploying flood resistant products as part of the work of the group. [paragraph 6.15]

Operational Implications:

At a future meeting of the Parish Forum information and guidance will be provided on flood resistant products and the item will also be raised at PACT and neighbourhood meetings.

Financial Implications:

There are no direct financial implications although officer time would be required to pursue this recommendation.

Legal Implications:

Any parishes affected would need to take their own legal advice from CALC in order to establish the legal implications of promoting products in the way suggested.

RECOMMENDATION 27:

The Group recommend that consideration be given to a greater utilization of the local knowledge on road drainage and watercourses of Parish Lengthsman. Parish Lengthsman should be contacted wherever possible to advise the County Council drain clearance teams of main flooding problem areas. [paragraph 7.42]

Operational Implications:

The District Council will propose that parishes that have lengthsman use them to identify flooding problems in their parishes. This matter would be proposed at the Parish Council Forum

Financial Implications:

There are no direct financial implications although officer time would be required to pursue this recommendation.

Legal Implications:

Those parishes that have lengthsman would need to take their own legal advice from CALC on any legal implications arising from this recommendation.

RECOMMENDATION 28:

It is clear that much good work has taken place during and after the flooding emergency. The Group have been impressed with how organisations are keen to improve any future response. In the absence of an overarching body being responsible for flooding issues the Group support Pitt's recommendations 90 and 91 which require upper tier local authorities to set up scrutiny committees to annually review arrangements for managing flood risk. The Group believe that this joint committee is best placed to carry out such a review at least after the first twelve months. The Group therefore recommend that this Joint Scrutiny Task Group be re-convened in 12 months time to review the outcomes from its findings and recommendations, as well as review progress on arrangements for managing flood risk. [paragraph 9.3]

Financial Implications:

There are no direct financial implications although officer time would be required to pursue this recommendation.

Legal Implications:

There are no legal implications save that as stated above it is not known at this stage what aspects of the Pitt Review will be formally imposed on local authorities through legislation. The government has announced that a draft Floods and Water Bill will be published in the Spring of 2009.

This page is intentionally left blank



The Rt Hon Hilary Benn MP
Secretary of State for
Environment, Food and Rural Affairs

The Rt Hon John Healey MP
Minister for Local Government

Dear Council Leader

IMPROVING LOCAL LEADERSHIP FOR FLOOD RISK MANAGEMENT

Summary

This letter draws your attention to the Government response to the Pitt Review of the Summer 2007 floods. In particular it sets out the work we are undertaking to support a new leadership role for local government in local flood risk management. Legislation to underpin this new role, and for those with whom local authorities will need to work closely, is in the pipeline; we intend to consult on a draft Bill next Spring. We are, however, providing funding for local authorities to take action in advance of legislation. This funding will enable those local authorities most at risk of flooding to begin work straight away to build local partnerships, recognising that in doing so there are substantial benefits to be gained from fewer flooding incidents and less severe consequences if flooding does happen.

Early action to assess local capabilities, and build local partnerships, would also help ensure that authorities are fully geared up for their new roles. The current planning system provides for local planning to be underpinned by Strategic Flood Risk Assessments; ensuring that effective risk assessments of this kind are in place will provide a strong basis for assessing future priorities and shaping action. In line with the Government's new burdens doctrine, the net additional cost for local authorities (including police and fire authorities) will be fully funded, with additional money being made available on top of the funds for local flood risk already provided within the current three-year local government finance settlement. The transfer of responsibility for private sewers which relates to recommendations in the Pitt Review was announced on Monday 15 December.

Introduction

The Government's response to Sir Michael Pitt's Independent Review of the Summer 2007 floods was published on 17 December. Please see the webpage: <http://archive.cabinetoffice.gov.uk/pittreview/thepittreview.html>. The Government supports changes in response to all of Sir Michael's recommendations and we have published an action plan for Government, local authorities and others to implement these recommendations. Taken together, these measures will help ensure that as a country we are much better prepared for flooding than we were in Summer 2007, with greatly improved and more comprehensive arrangements in place for flooding before, during and after it happens.

Arrangements are being put in place to monitor delivery of the Action Plan. This will include six-monthly assessments of progress beginning in June 2009; and a new Cabinet Committee on Flooding to drive forward the improvements in flood planning. Sir Michael Pitt and the Local Government Association will be invited to attend meetings of this Committee as appropriate. Sir Michael will also publish his own assessment of progress. The Government has committed to publish for consultation and Pre-Legislative Scrutiny a draft Floods and Water Bill, in Spring 2009, to implement relevant recommendations from the Pitt Review. This will provide a full opportunity for Parliament, and all other interested parties, to comment on the proposals in advance of the final Bill being introduced in a future Legislative Session.

Local authority roles in flood risk management

Sir Michael recommended, and we agree, that local authorities should have a local leadership role for flood risk management. This includes ensuring that flood risk from all sources, including from surface run-off, groundwater and ordinary watercourses, is identified and managed as part of locally agreed work programmes. This enhanced role for local authorities, leading new local partnerships, will be pivotal to success of the much stronger and more comprehensive approach to flood risk management that we want to achieve following Pitt.

The responses to Pitt's Recommendations 14-20, and 90-91, set out the roles that we wish local authorities to play in future. Please see link: <http://www.defra.gov.uk/enviro/fcd/floods07.htm>

Local authorities' responsibilities for flood risk management locally will complement the national strategic overview role that the Environment Agency will have for understanding and assessing risk from all forms of flooding and coastal erosion as well as taking the lead in delivering work to manage risk from coastal erosion and of flooding from main rivers and the sea. The

Agency will be there to support local authorities in their new role, and are developing tools and methods for mapping and managing flood risk for the benefit of everyone. The Agency is also enhancing their forecasting and warning capabilities, together with the Met Office, to look at flooding from all sources.

Sir Michael makes it clear that success will depend on greater coordination and cooperation between local partners. The Government believes that our aims of improved local flood risk management will be best met if new partnership arrangements are established to bring together county, unitary and district authorities, the Environment Agency, water companies and sewerage undertakers and other players including internal drainage boards to work together to secure effective and consistent management of local flood risk in their areas. It will be important that these partnerships are underpinned by a new duty on all partners to co-operate and share information. We would expect these organisations to work together to decide the best arrangements for delivery on an area by area basis, taking account of their current roles and capacities. Local authorities working together will have specific responsibilities for effective management of local flood risk from surface water run-off, groundwater and ordinary water courses.

It is important that there is clarity about accountability. We have accepted Sir Michael's recommendation that county and unitary authorities should have the leadership role in these partnerships. We propose they should take responsibility for ensuring that all relevant partners are engaged in developing a local strategy for flood risk management and securing progress in its implementation. They should be responsible for ensuring that effective arrangements are in place and able to answer questions from their public on the decisions made and action taken.

This will build on the leadership role of county and unitary authorities in Local Area Agreements, and will allow them to develop centres of engineering and flood risk expertise alongside their existing highways functions, providing support to other partners and promoting collaboration across the whole area.

Local planning authorities (district and unitary councils) have a key role with their land use planning functions in ensuring that effective Strategic Flood Risk Assessments, as required by Planning Policy Statement 25 (PPS25), guide the location of future development (Recommendation 7). They will also continue to be responsible for the management of ordinary watercourses (as will internal drainage boards where they exist), as part of locally agreed programmes for flood risk management.

The new partnership arrangements will support greater collaboration in flood risk assessment and development of management plans, and sharing of expertise, supporting strategic engagement with the Environment Agency and water and sewerage companies and other stakeholders. We will be consulting further on how these new arrangements will work, in particular how we can best build effective partnerships and delivery, and support collaboration in two-tier areas.

It is important to stress that we do not wish to impose a “one-size-fits-all” approach to the way partnerships are developed and managed. All partners are asked to consider and agree how best to work together to manage the different sources of flooding in their area. For instance, county councils might want to develop collaborative arrangements with districts across the county area to support an effective county wide Strategic Flood Risk Assessment. A county council might want to arrange for district councils or IDBs to manage local drainage on their behalf. A county and district might want to work together on an effective surface water management plan for a high risk community. Other councils might want to join forces to manage flood risk across wider boundaries. For example, it might be more effective, organisationally and economically, if adjacent unitary authorities decide to join together (or join up with an adjacent county authority) to manage the risk across a wider area.

As part of their local leadership role, under the proposed legislation, we would also want local authorities to agree a strategic approach to managing local flood risk in their areas, and develop work programmes which set out publicly and clearly how and by whom the risks will be managed. This would include working with all parties to establish ownership of drainage systems and watercourses, their condition, and any legal responsibility that attaches to such ownership (Recommendations 15 and 16). To support local authorities in their role we intend introducing a requirement on all parties to co-operate and share information (Recommendation 17).

In line with recommendation 18, local authorities will have a particular role to play in filling the current gap which exists for managing flood risk from surface water (and groundwater). Surface water management plans (SWMPs) will assess and manage these risks and guidance on their preparation will shortly be published by Defra. Defra has announced funding for an initial series of 6 SWMPs, with more to follow.

Clear arrangements should be put in place to encourage the development, implementation and future maintenance of sustainable drainage systems (SUDS) in public areas (in line with Recommendation 20). While we propose that county and unitary authorities should take formal responsibility for adopting such SUDS, they could use normal delegation arrangements to agree appropriate funding and maintenance with other bodies. Further discussions with stakeholders are taking place on these issues in advance of the draft Floods and Water Bill.

On funding more generally, Government agrees with Sir Michael that given the significant local private benefits of better flood risk management, local communities should be able – and should be encouraged – to fund local priorities that cannot be afforded by the Exchequer. Our response to Recommendation 24 sets out our intended direction, with county and unitary authorities well-placed to help decide whether local priorities should be funded, and if so, how to raise the necessary sums, subject to normal constraints on excessive council tax increases. Local authorities and communities already have a range of options available to them to supplement

national funding for flood and coastal erosion risk management, to help pay for local schemes that do not meet national priorities but would nevertheless deliver significant direct benefits to local communities in terms of property values, insurance availability and in terms of economic and environmental sustainability.

Recovery

In relation to recovery, many of the recommendations in the Pitt Report reflect current best practice and have already been reflected in the National Recovery Guidance, which was published by Cabinet Office in October 2007. In Recommendation 81, Sir Michael recommends that there should be an agreed framework, including definitions and timescales, for local-central recovery reporting. The Government supports this recommendation and work is underway to develop a reporting framework setting out the information required, and how it might be obtained. We recognise that reporting requirements will need to be flexible, to enable additional information to be collected depending on the particular nature of the incident and operational needs, particularly at the local level. The framework will be developed with other relevant government departments and the LGA. Consultation on the framework will take place as part of the revision of the Emergency Response and Recovery Guidance, due to take place in early 2009.

We agree with recommendation 83 that *'local authorities should continue to make arrangements to bear the cost of recovery for all but the most exceptional emergencies, and should revisit their reserves and insurance arrangements in the light of last summer's floods'*. The Chartered Institute of Public Finance and Accountancy (CIPFA) have now updated and published their guidance to provide clarity to local authorities on the need to review and assess all financial risks.

Oversight

The Government's response to Recommendations 90 and 91 set out how we believe these arrangements should be monitored and overseen. Clearly, as local authority functions, they will come under the council's existing overview and scrutiny committee arrangements and councils will wish to consider how scrutiny arrangements can best consider flooding issues. This may involve establishing a separate scrutiny committee or integration into existing scrutiny structures as appropriate. To support the overview and scrutiny, we shall consider whether other bodies involved in flood risk management should be under an obligation to co-operate and share information with scrutiny committees, in parallel with the obligation to support local authorities under Recommendation 17. We are also encouraging local authorities to produce annual reports on their actions to manage local flood risk. We will consider whether such reports should be a statutory duty, and what arrangements might be put in place for the reports being peer reviewed and views fed back.

Transfer of responsibility for private sewers to water companies

The Government has also announced the intention to transfer ownership of existing private sewers and lateral drains that drain to public sewers, to the nine statutory Water and Sewerage Companies (WaSCs) operating in England. We intend that this will take effect from April 2011. The burden of these responsibilities currently fall primarily on individuals (most of whom have no idea that they might be liable) but local authorities frequently get involved (and incur expenditure) in remediation work, resolving disputes and providing advice. Local authorities (and others, including the Association of British Insurers) have strongly supported this transfer in the consultations to date. We will also take action to prevent a new stock of private sewers growing to replace the transferred existing stock, by requiring that in future all new sewers and laterals that connect to the public system should automatically come under the WaSCs.

Floods and Water Bill

As summarised in this letter and in the more detailed response to the Pitt Review, we wish local authorities to play a significantly greater role in the future management of local flood risk. The draft Floods and Water Bill, which we will publish next Spring for consultation, will set out the powers and duties that we consider all relevant organisations should have for managing flood and coastal erosion risk. We want to put in place arrangements that are fit for the 21st Century, but which still reflect and respect the roles, responsibilities and capabilities of the organisations currently involved.

Publication of the draft Bill will allow Parliament, and the wider public, to consider and comment on the proposals. We will consider all comments in developing the final Bill for introduction to Parliament; timing of the Bill will depend on the Parliamentary timetable. As with the non-legislative actions arising out of the Pitt Review, these new statutory functions will be fully and properly funded to ensure there is no additional pressure on council taxpayers.

Funding for the new local leadership role

Local authorities are already funded to manage local flood and coastal erosion risk. In addition to historically high levels of spend, the local government settlement for the current spending review period foresaw the need for local authorities to spend increasing amounts in this area. Local authorities also stand to save financially from taking a proactive stance on local flood risk, through fewer flooding incidents and bearing less severe consequences. The expected savings in insurance premiums and local authority response and recovery costs can be reinvested in further reducing the risk of local flooding.

But the scale and importance of the new role is such that further funds are to be made available to local authorities. As mentioned above, an initial 6 local authorities are to receive funding to prepare surface water management plans straight away. A further exercise of this kind amongst the highest priority areas will be run in 2009/10, with the aim of bringing the total number of local authorities with surface water management plans to at least 50 by the end of 2010. Once SWMPs are in place, local authorities will be invited over the current spending period to bid for additional funds to take forward priority actions within SWMPs, and to help support other local authority capital costs in taking forward the Pitt recommendations. An additional £15m in total will be delivered to local authorities between now and March 2011.

From April 2011, local authorities are expected to benefit substantially from savings arising from the transfer of private sewers to the WaSCs referred to above. Local authority expenditure released by the transfer, together with savings from better local flood risk management and the increased baseline in local floods spend available within the formula-based grant, is expected to contribute significantly to the additional activities that local authorities will be required to perform. As the Floods and Water Bill progresses, Government will keep under review the new burdens being implied by the Bill for local authorities and will ensure that the net additional cost remains fully funded.

Next steps

Flooding is an ever-present risk; and, with climate change, a growing one. The Government therefore considers that appropriate action must be taken without waiting for the Floods and Water Bill. Specifically we are increasing funding in the current spending review period (to 2010/11) for local authorities to take action in accordance with the future roles and responsibilities as set out in this letter and the more detailed response to the Pitt Review. This includes councils:

- assessing and building your technical capacity (in line with Recommendation 19);
- starting to build the partnerships with all relevant local bodies;
- ensuring that effective Strategic Flood Risk Assessments are in place as required by PPS25;
- setting in place arrangements for understanding and managing local flood risk from all sources; and
- developing Surface Water Management Plans in high priority areas where funding is available

The Environment Agency will provide support to councils and will be one of the key partners with whom you will want to engage. We will also be writing

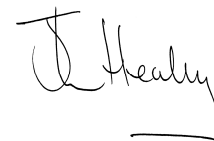
separately to internal drainage boards, water companies and the Highways Agency to ask them to support you in this work.

In April 2009 we will be asking county and unitary authorities about the approach they intend to take; whether they have been able to make progress with partners; whether there are any barriers to progress that they need help in overcoming; and whether they are getting the necessary support from other partners in advance of the proposed powers and duties that we aim to introduce through the Floods and Water Bill.

We are copying this letter to your council's Chief Executive and to Chairs of the local Fire and Police Authorities.



HILARY BENN



JOHN HEALEY

BROMSGROVE DISTRICT COUNCIL

CABINET

4TH MARCH 2009

NEW AUDIO/VISUAL FACILITIES FOR THE COUNCIL CHAMBER.

Responsible Portfolio Holder	Councillor Roger Smith
Responsible Head of Service	Tony Beirne
Non-Key Decision	

1. SUMMARY

The report seeks Cabinet approval for the virement of capital receipts to purchase new audio/visual equipment for use in the Council Chamber at a cost of up to £40K.

2. RECOMMENDATION

- 2.1 That Cabinet notes the procurement exercise currently being undertaken by officers to determine the best solution available on the market and the costs associated with this best solution.
- 2.2 That Cabinet approves –
 1. The virement of capital receipts of £40k to be utilised to purchase a new audio visual system for the Council Chamber, at a cost not to exceed £40k
 2. That the Director of Services contacts all Members to ascertain the demand for training in using the new system.

3. BACKGROUND

- 3.1 The current audio system used in the Council Chamber has been in place for approximately 10 year. It is reaching the end of its life usage.
- 3.2 The quality of the audio system has been a cause of concern for some time as it is difficult for both meeting participants to hear proceedings as well as any audience.
- 3.3 The current microphone system is also fixed in place as it is 'hard wired' and this together with the bespoke furniture reduces the flexibility of the Chamber as a space for other events and functions.

- 3.4 The Chamber currently has only one screen from which to display visual material. This can present challenges from certain Members seating positions and for visitors to the public seating area.
- 3.5 In trying to find a solution to the problem officers have considered four options –
- 3.6 **Status Quo** – Leaving the current system in place – This is problematic as the current system continues to degrade and the set up limits the usage of the Chamber for other events.
- 3.7 **Hanging Microphones** - This system has been investigated but an independent sound engineer has advised that the acoustics in the Council Chamber are not good enough for such a system.
- 3.8 **A system for standing when speaking** – Research has shown that all modern systems are designed around people being seated when they speak. There is no bespoke 'standing' system currently available on the market.
- 3.9 **Wireless System** – This is the proposed solution. Specifically to replace the current hard wired system with a portable system that can be used in other locations if needed. Initial costs show such a system would cost up to £40K. However, it would have a lifetime expectancy of 10 to 15 years and would be portable so it could be moved to any future location.
- 3.10 **CCTV for Council House** – There is currently a programme included in the 2008/09 Capital Programme that relates to the provision of CCTV around the Council House. The funding, from capital receipts of £20k would not be sufficient to provide a networked system and it is therefore proposed that this funding is vired to the audio provision in the Council Chamber.
- 3.11 **Works on Council Buildings** – There is provision for £50k in the 2008/09 programme for buildings works on the Council property. A review of the works to be undertaken in this year has identified a saving that is proposed to be vired to fund the remaining £20k on the audio provision project.

4. FINANCIAL IMPLICATIONS

- 4.1 The virements as detailed above equate to £40k from capital receipts to fund the improved audio equipment in the Council Chamber.
- 4.2 Various approved suppliers have been invited into the Council House to undertake informal site visits and to make recommendations and provide indicative costs for the project.
- 4.3 The project can be broken down into 3 key components plus 1 optional function:

1. A replacement microphone system – best practice would suggest that a digital radio system be used. Indicative cost £31k. This provides for 40 microphone units, control units, antenna, and installation. This is a fully mobile option and offers the potential for use in alternative venues and easy transfer should the Council House be relocated.

2. New Sound reinforcement system to the Chamber via new wall mounted speaker system. Indicative cost £3k.

3. Additional screen facilities around the Chamber to improve visual facilities to meeting delegates and public seating areas. The options available vary significantly – Indicative cost £2.5 to £4.5k.

4. Optional - The inclusion of hand held and lapel radio microphones for use in presentations or workshops. Indicative cost £1.2k

4.4 Total indicative cost £40k. Actual cost subject to final project selection and design and detailed site surveys through a competitive process.

5. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

6. COUNCIL OBJECTIVES

This proposal supports the Council objective of ‘Sense of Community’, specifically equalities.

7. RISK MANAGEMENT

There are no significant risks associated with this proposal.

8. CUSTOMER IMPLICATIONS

This proposal will give improved audio and visual quality in the Chamber and will mean that visitors will be able to hear clearly what is being said or debated.

The mobile nature of the equipment will also allow a more flexibility for other uses of the room.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

As mentioned previously a new system would offer a better audio and visual system in the room to the benefit of all users. It is also compatible with the current hearing loop system

10. VALUE FOR MONEY IMPLICATIONS

This is an expensive proposal to improve the Council Chamber. However it is a long term solution and it will deliver improvements to the public address system and give more flexibility for using the room.

The proposed solution will have at least a ten year life span. It is mobile and can be used at other venues.

11. OTHER IMPLICATIONS

Procurement Issues – The procurement officer has been consulted and advised on the appropriate companies to bid for the work.
Personnel Implications – The delivery of a new system also gives the opportunity to offer training on using the new system in the most effective way. As part of the recommendations it is proposed that all Members will be offered the related training.
Governance/Performance Management - None
Community Safety including Section 17 of Crime and Disorder Act 1998 - None
Policy - None
Environmental - None

12. OTHERS CONSULTED ON THE REPORT

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

13. WARDS AFFECTED

All Wards.

14. APPENDICES

None

15. BACKGROUND PAPERS

None

CONTACT OFFICER

Name: Peter Redfern
E Mail: p.redfern@bromsgrove.gov.uk
Tel: (01527) 881293

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

CABINET

4TH MARCH 2009

REVIEW OF THE CCTV CODE OF PRACTICE

Responsible Portfolio Holder	Councillor Mrs. J. M. L. A. Griffiths
Responsible Head of Service	Mr. M. Bell, Head of Street Scene and Community
Non-Key Decision	

1. SUMMARY

- 1.1 To present and seek approval of the updated CCTV Code of Practice (attached at Appendix 1) and the additional recommendation put forward by the Overview Board (stated in paragraph 2.2 below).

2. RECOMMENDATIONS

- 2.1 That the CCTV Code of Practice, attached at Appendix 1, be approved and adopted.
- 2.2 That officers be requested to investigate the possibility of this Council charging insurance companies which ask for CCTV footage to be provided for insurance claim purposes.

3. BACKGROUND

- 3.1 Bromsgrove District Council has a responsibility to produce a CCTV Code of Practice to ensure; the CCTV Scheme is operated fairly and within the law, the images captured are usable and reassurance is given to those whose images are being captured.
- 3.2 This attached document has been written using 'Best Practice' guidance notes from the information Commissioner's Office. This is to ensure that use of the system complies with the Data Protection Act. It replaces the Bromsgrove District Council CCTV Code of Practice produced in 2005, however although followed in principal, the Code of Practice was not formally endorsed by elected members.
- 3.3 In the process of developing the new Code of Practice, relevant officers and Members of the Overview Board were consulted. The Overview Board agreed that the Cabinet should be requested to adopt the CCTV Code of Practice and also recommended that consideration be given to the possibility of charging insurance companies which request CCTV footage for its own purposes.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications contained within this report, and by adopting the Code of Practice 2009 to 2012, members will be formally recognising the current level of service delivery.

5. LEGAL IMPLICATIONS

- 5.1 Legislation covering CCTV is found within a number of acts of Parliament, the most predominant being The Data Protection Act 1998. This Code of Practice was written with consideration given to Human Right Act 1998, Regulation of Investigatory Powers Act 2000, Freedom of Information Act 2000.

6. COUNCIL OBJECTIVES

- 6.1 The CCTV Code of Practice contributes to the Council Priority 'Sense of Community and Well being', working with Community Safety Partners to reduce crime, antisocial behaviour and the Fear of Crime. It also contributes to the Councils Vision and the Values, supporting the principals of Leadership, Partnership working and Equality.

7. RISK MANAGEMENT

- 7.1 There are no risks associated with the adoption of the Code of Practice; however, Members should be aware that if it is not adopted and followed there is a risk of contravening The Data Protection Act 1998, Human Right Act 1998, Regulation of Investigatory Powers Act 2000, Freedom of Information Act 2000.

8 CUSTOMER IMPLICATIONS

- 8.1 There are no Customer implications contained within this report, however by formalising the processes followed within this service it ensures that all partners are clear as to how and why the service operates and how it deploys its resources.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

- 9.1 An Equalities Impact Assessment has been completed for the Code of Practice, which will be monitored through the Equalities & Diversity Forum.

10. VALUE FOR MONEY IMPLICATIONS

- 10.1 By formally endorsing the CCTV Code of Practice, it demonstrates that Bromsgrove District Council will ensure that future plans for the Control Room and resources are included in the relevant strategic plans and is measured against a robust operational framework.

11. OTHER IMPLICATIONS

Procurement Issues - None
Personnel Issues - None
Governance/Performance Management - None
Community Safety including Section 17 of Crime & Disorder Act 1988 - CCTV supports the Crime and Disorder Reduction Partnership and joint delivery plans.
Policy The Local Government & Public Involvement in Health Act 2007 - None
Environmental - None

12. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Chief Executive	Yes
Executive Director (Partnerships & Projects)	No
Executive Director (Services)	Yes
Assistant Chief Executive	Yes
Head of Service	Yes
Deputy Head of Service	Yes
Head of Financial Services	Yes
Head of Legal, Equalities & Democratic Services	Yes – Senior Solicitors also consulted.
Head of Organisational Development & HR	Yes
Corporate Procurement Team	No

Equalities Officer – F Scott

Information Access Officer – C Ziemski

13. WARDS AFFECTED

All Wards.

14. APPENDICES

Appendix 1 - Bromsgrove District Council CCTV Code of Practice.

15. BACKGROUND PAPERS

Information Commissioner's Office CCTV data protection Code of Practice

Contact officer

Name: Rachel McAndrews CCTV and Lifeline Office
E Mail: r.mcandrews@bromsgrove.gov.uk
Tel: (01527) 881614



Bromsgrove
District Council

www.bromsgrove.gov.uk

CCTV Operation Code of Practice



1. Introduction

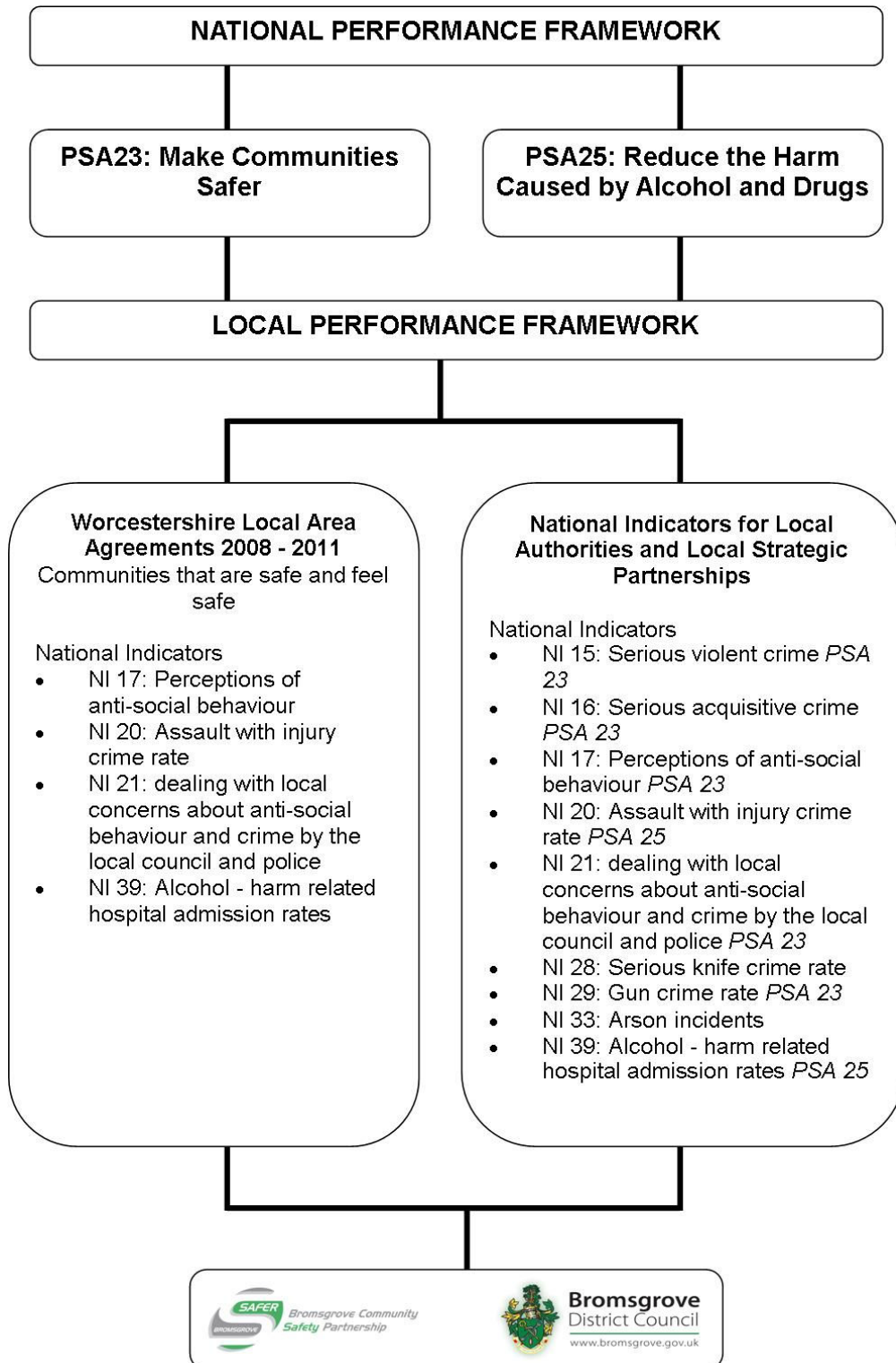
1.1 Objectives of the Bromsgrove District Council CCTV Code of Practice

- 1.1.1 The objective of this Code of Practice is to provide guidance on the correct deployment of Closed Circuit Television (CCTV) within the Bromsgrove District.
- 1.1.2 When new camera locations are considered, this document will be used as a guide for risk assessment, process, decision making, and to ensure that The Council remains within the law, best practice is followed and the best results are achieved.
This Code of Practice has been developed to ensure the best use of resources, ensure the images produced are fit for purpose (see Objectives) and that they are used appropriately in accordance with the Data Protection Act.
- 1.1.3 This document has been written following Consultation with The Community Safety Partnership and Members of Bromsgrove District Council. It is supplemented by a separate procedure manual which offers instructions on all operational aspects of the System. To ensure the purpose and principles of the CCTV system are realised, the manual is based upon the contents of this Code of Practice. The Manual is amended and updated on a regular basis as new Control Room Procedures come in to practice.
- 1.1.4 This Code of Practice will be reviewed every 3 years, or sooner, following a significant occurrence, change to the CCTV scheme, a change in legislation or a change in industry best practice.
- 1.1.5 This document will be available to member of the public on request and via the Bromsgrove District Council website. This will also include a summary version.
- 1.1.6 Bromsgrove District Council may from time to time enter into agreement to monitor CCTV cameras owned by other organisations. This will only be undertaken following a complete operational and business risk assessment. Monitoring of those cameras will follow guidance from the respective Authority's Code of Practice. However their operational principals must match those set in this document.

1.2 Objectives and benefits of the CCTV System

- 1.2.1 The Bromsgrove District Council CCTV System followed the formation of a partnership between Bromsgrove District Council, the Police, Neighbourhood Watch, the local Residents Associations, Parish Councils and Chamber of Commerce and the original scheme was funded by a government grant.
- 1.2.2 CCTV priorities are derived from the specific local needs of Bromsgrove District Council and Bromsgrove Community Safety Partnership through its

CDRP tasking group. Moreover, the operations of CCTV do help address the local and national performance frameworks. The diagram below show how CCTV is influenced by and contributes towards addressing national and local performance frameworks such as Worcestershire’s Local Area Agreements.



1.2.3 The System and its objectives are registered at the Information Commissioners Office.

- to help reduce the fear of crime;
- to help deter crime, detect crime and prevent crime;
- to assist in the apprehension and identification of offenders;
- to produce evidence relevant to the prosecution of offenders;
- to enhance community safety, boost the economy and encourage greater use of the town centre / shopping centre, etc;
- to assist the Local Authority in its enforcement and regulatory functions.
- for the maintenance of Public Order
- to provide information for traffic management

1.3 General Principals of the CCTV system

1.3.1 The System will be operated fairly, within the law, following all relevant legislation and only for the purposes for which it was established or which are subsequently agreed in accordance with this Code.

1.3.2 Acknowledging the responsibility of a Public Authority, the Bromsgrove District Council system will be operated in accordance with all the requirements and the principles of the Human Rights Act 1998. The system will be operated with due regard to the principle that everyone has the right to respect for his or her private and family life and their home.

1.3.3 Privacy zones will be used where appropriate to screen private dwelling windows from the camera view, all operators will be trained in appropriate viewing, and be required to justify their decision to view or record an individual, group or property. When a camera is not being controlled by an Operator the camera will be left to tour in pre-set positions.

1.3.4 Where concerns about intrusion are expressed by an individual or group the concern will be investigated and appropriate action taken in line with Bromsgrove District Council Customer Service Standards.

1.3.5 The operation of the system will also recognise the need for formal authorisation of any 'Directed' surveillance or crime trend (hotspot) surveillance as required by the Regulation of Investigatory Powers Act 2000 and the Police Force policy, and will abide by the Bromsgrove District Council 'Regulation of Investigatory Powers Act 2000 Policy'.

1.3.6 The system will be operated in accordance with the Data Protection Act at all times.

1.3.7 Copyright and all recorded material will remain the property of Bromsgrove District Council.

- 1.3.8 Bromsgrove District Council is the Data Controller for the information belonging to Bromsgrove District Council. Where information is owned by a third party Bromsgrove District Council will be the data Processor.
- 1.3.9 Where cameras are monitored for other organisations and authorities, the Client will have their own Code of Practice based on the operational principals of this Code. Any agreements will be covered by a comprehensive Service Level Agreement to ensure Operational Continuity.

1.4 Equalities Statement

- 1.4.1 This Code is intended to operate within the Council's Equality and Diversity Policy as described in the Inclusive Equalities Scheme. The Bromsgrove CCTV System shall be operated with respect for all individuals, recognising the right to be free from inhuman or degrading treatment and avoiding discrimination on any ground such as sex, gender (including trans-gender), sexual orientation, race, colour, language, religion, political or other opinion, nationality, national or ethnic origin, disability, age, association with a national minority, property, birth or other status.
- 1.4.2 CCTV operatives will receive training on Equality and Diversity to ensure they understand their responsibility.
- 1.4.3 Equality Impact assessments will be carried out as part of a three year rolling program, assessing the fairness of the service and associated policies and procedures

1.5 Control Room Services

- 1.5.1 Bromsgrove District Council monitors 95 Bromsgrove District Council cameras, 17 cameras located in and owned by Wyre Forest, and 5 Automatic Number Plate Recognition Cameras owned by West Mercia Police Force.
- 1.5.2 The CCTV Control Room also Houses the Lifeline Monitoring Stations and provides an Out of Hours call handling Service for Bromsgrove District Council, Bromsgrove District Housing Trust and Highways. CCTV and Lifeline are part of the Community Safety department, which sits within Street Scene and Community.
- 1.5.3 Control Room services will not diversify without consultation and agreement from members.

2 Expansion, Selecting and Sighting the cameras

2.1 Strategic Aims

- 2.1.1 The aim of the CCTV Scheme is to continue to work with and support the priorities of the Council, the Police and other Community Safety Partnership Agencies.
- 2.1.2 It will also assist in the reduction of the fear or crime within the district
- 2.1.3 In future the Control Room may look to generate income through commercial activity to offset the costs of CCTV and generate funds for scheme expansion. However this will only be considered following robust business risk analysis and not to the detriment of existing services.

2.2 Finance

- 2.2.1 Expansion of the scheme, requests for new cameras and changes to CCTV camera locations will be assessed on a case by case basis and funding requirements will be considered within the Bromsgrove District Council budget process and Medium Term Financial Plan.
- 2.2.2 Bromsgrove District Council will also explore opportunities for additional funds where possible.

2.3 Procurement

- 2.3.1 All purchases will be carried out following the Bromsgrove District Council Procurement Policy.
- 2.3.2 Upgrades to all equipment will be considered on a ten year rolling program to ensure the system and quality of image remains fit for purpose

2.4 Camera Location

- 2.4.1 Cameras are located with the following areas; Bromsgrove Town Centre, Alvechurch, Astonfields, Barnt Green, Hagley, Rubery, and Wythall
- 2.4.2 Proposal for a new camera location/scheme will be made by Council Members or members of the Community Safety Partnership, in the form of a written submission, to the Deputy Head of Street Scene and Community Service and to the Portfolio holder for Community Safety, for consideration and consultation.
- 2.4.3 Assessment must be made as to whether CCTV is the most appropriate method to resolve the issue raised, or could other strategies be used i.e. better lighting, neighbourhood warden involvement, diversionary activity, improved planning or design of area.
- 2.4.4 Locations will be carefully chosen following consultation with Community Safety partners and the Planning department. Analysis of the purpose of the camera and type of images required, the issues to be addressed, survey of

the suggested locations taking to account geographical location, technical specification (pan, tilt, zoom, infra red, lens size), power supply, Cabling, Lighting, economical/efficiency/cost issues, privacy issues, surrounding buildings and vegetation, to ensure the images are of the appropriate quality.

2.5 Project management

2.4.1 All projects will be managed appropriately according to their size, following Project Management Best Practice guidelines.

3. The equipment

3.1 Image quality

3.1.1 It is vital the images are of a suitable quality for the purpose for which the system is installed. The stored images are checked on a monthly basis to ensure they are fit for purpose.

3.1.2 The date and time will be checked regularly for accuracy

3.1.3 The Control Room equipment and Cameras will be covered by a comprehensive Maintenance Contract.

3.1.4 Steps will be taken to ensure that cameras are protected from Vandalism.

3.1.5 Systems will be in place to ensure that footage will not be inadvertently corrupted.

3.2 Audio

3.2.1 Audio capability is not part of the Bromsgrove District Council CCTV camera Scheme.

3.2.2 Audio will not be listened to or recorded from the public spaces monitored by the CCTV Cameras. This facility will not be employed.

3.2.3 Should 'help points' or 'public address systems' be installed in the future this will be carried out following the principals of section 2 of this document

3.3 Maintenance

3.3.1 Systems will be in place to ensure camera and recording faults do not go unnoticed.

- 3.3.2 A maintenance contract will be in place and reviewed every 3 years using the Bromsgrove District Council Procurement Policy.
- 3.3.3 Maintenance issues will be reported to the Maintenance Contractor immediately by Control Room Operators and response times monitored in accordance with the contract.
- 3.3.4 All maintenance issues will be recorded for audit and analysis purposes.
- 3.3.5 Any unresolved maintenance issues or unavoidable delays will be reported to the manager.

3.4 Equipment Use

- 3.4.1 The Equipment will only be used by trained, SIA Licensed employee of Bromsgrove District Council.
- 3.4.2 Each employee will be given a detailed instruction in line with this Code of Practice.
- 3.4.3 Checks will be made to ensure procedures are adhered to.

4 Effective Administration

4.1 Responsibility for the Control of Images

- 4.1.1 The Council has responsibility for the images and a legal obligation to ensure that images are only released in accordance with this document and must ensure compliance with the Data Protection Act 1998
- 4.1.2 Copyright of all images whosoever recorded and stored will remain the property of Bromsgrove District Council, except those images produced from cameras owned by third Party Organisations.
- 4.1.3 The scheme will be included in the Council's registered entry with the Information Commissioner's office.

4.2 Access to Images

- 4.2.1 Images will only be used for the purposes defined in this Code of practice.
- 4.2.2 Access to images will only take place in accordance with this Code of practice. Detailed instruction will be provided to those that have access to the images, see section 7.2 and 7.3.
- 4.2.3 Public showing of recorded material will only be allowed in compliance with Police needs connected with an investigation and only then in accordance with the Codes of Practice of The Police and Criminal Evidence Act 1984.

No recorded material will be sold or released to the Media for commercial purposes or provision of entertainment.

- 4.2.4 Recorded images will only be released to Police Officers, duly authorized Police or Council Staff (e.g. Police Community safety Officers, Police Complaints Authority, Civilian Statement Takers, Enforcement Officers).
- 4.2.5 The processing of images will take place within a secure building with restricted access.
- 4.2.6 Other Agencies with Prosecution powers such as Customs and Excise or Health and Safety Executive may make requests for evidence through the scheme Owners. Requests must be made in writing to the CCTV and Lifeline manager.
- 4.2.7 Requests to review and provide footage for insurance claim purposes will be reviewed on a case by case basis by the CCTV and Lifeline Manager and the Information Access Officer. The decision to release data will be made considering the Data Protection Act and the Freedom of Information Act.
- 4.2.8 Where members of the public require access to images, requests may be considered using Subject Access Request (see section 7.2) or Freedom of information (see section 7.3)

4.3 Image Control and storage

- 4.3.1 A catalogued library of high quality recorded media will be maintained. It will be secured in the CCTV Control Room to ensure there is no unauthorized access or accidental damage. Access will be restricted to Control Room Operators and CCTV manager.
- 4.3.2 An audit trail will be maintained for every use, viewing, seizure erasure and destruction. The Procedure Manual contains detailed instruction for every media transaction.
- 4.3.3 All recorded material will be available for 31 days, then electronically cleared and cleaned prior to recording or destruction.
- 4.3.4 Live images will be shared with the West Mercia Constabulary at Hindlip Head Quarters, these images will only be recorded at Bromsgrove District Council Control Room.
- 4.3.5 Video prints may be taken from live images or recorded footage. All video prints will be catalogued detailing the date produced, reason for production and destruction date. Ownership and Copyright of Video prints remain with Bromsgrove District Council.

5 Operational Guidance

5.1 Referral of an incident

- 5.1.1 During monitoring the CCTV Cameras, the Operator see an incident which involves, or appears to involve, criminal activity or other activity requiring Police attention, they will immediately alert the Police Call Management Centre (CMC) and link through pictures of the incident. The Police will immediately assume responsibility for investigating the incident and deciding upon all further action to be taken.
- 5.1.2 The Operator will log the details of the incident, time, date, location, details of what was seen, action taken and conclusion and any other relevant information.
- 5.1.3 If, during monitoring, an operator sees an incident which does not involve, or appear to involve, criminal activity (traffic congestion, damage or obstruction) the Operator will alert the appropriate Agency whose responsibility it will be to investigate the report and take all necessary remedial action.
- 5.1.4 The Control Centre Staff will log the details of the incident in 5.1.2

5.2 Police Use of Recorded Material

- 5.2.1 When the Police have reasonable cause to believe that an incident has been recorded which involves, or may involve, criminal activity, public disorder or antisocial behaviour, a Police Officer will be handed the recorded material by Control Centre staff, against signature and in accordance with the strict CCTV procedures.
- 5.2.2 All recorded material which has been viewed by an 'Investigating Officer' or a 'Disclosure Officer' of a statutory prosecuting agency under The Criminal Procedures and Investigations Act 1996, shall be classified as either 'evidential material' or 'potential unused material'.
- 5.2.3 The recorded material will then be released by the CCTV Control Room, but ownership and copyright remains with the Bromsgrove District Council as owners. The recorded material shall at no time be used for anything other than the purpose specified and identified when the recorded material is released by the CCTV Control Room to the Police.
- 5.2.4 For any recorded material to be used as evidence in any criminal proceedings, there must be evidence of continuity of handling of the recorded material from the time it was first brought into use in the CCTV Control Centre to its production in Court as evidence. The Control Room procedures shall ensure this continuity is maintained.
- 5.2.5 Any recorded material released from the CCTV Control Centre to the Police will be placed in a sealed evidence bag by Control Centre staff before it is removed from the CCTV Control Centre. The recorded material will be kept secure at all times thereafter and will be recorded and dealt with in accordance with Police procedures.

- 5.2.6 The recorded material exhibited in Court as evidence must be the master copy of the recording. There must be no editing, either by cutting or splicing or recording from other sources. However, while the master of the recorded material is in Police possession, Police may take one working copy of the recorded material and a second copy of the recorded material to be used as disclosure material to the defence.
- 5.2.7 Where recorded material is passed to the defence, they will be required to sign a statement acknowledging that the information is subject to the Data Protection Act and that the copyright is owned by Bromsgrove District Council.
- 5.2.8 At the conclusion of the use of any recorded material the Police will return it to the Control Room, where it will be returned following the CCTV procedure Manual, wiped clean and reused or destroyed. However the Court may direct that it should be destroyed instead of being handed back to the Owners.

5.3 Council Use of Recorded Images

- 5.3.1 A Council Officer may ask the CCTV Manager to view recorded images of a specified incident which does not involve, or appear to involve, criminal activity but which may involve the Council services for which the Officer is responsible for enforcement and regulatory functions. This request may arise because;
- during monitoring, a Control Centre staff has seen the incident and alerted the relevant Council Officer.
 - the Council Officer is made aware of incidents by any other means.
 - Directed Covert Surveillance has been authorised following the process as per the Bromsgrove District Council RIPA Policy
- 5.3.2 A log will be kept in the Control Centre of any such viewings.
- 5.3.3 No other viewings by Council Members or Officers will be permitted.
- 5.3.4 All recorded material which has been viewed by an 'Investigating Officer' or 'Enforcement Officer' shall be classified as either 'evidential material' or 'potential unused material'.
- 5.3.5 If a copy of such material is requested it may be produced for the Officer and they must sign to ensure it's security, confidentiality and the purpose for which it has been seized. Master should also be seized as it may be required for court proceedings.
- 5.3.6 The Copyright and ownership will remain with Bromsgrove District Council and shall at no time be used for anything other than the purpose specified and identified when the recorded material is released to the Officer.

5.3.7 Any recorded material released from the CCTV Control Centre to the Officer must be kept secure in a locked cabinet at all times thereafter and returned to the Control Room for cleaning or destruction immediately it is no longer required.

Performance Management

6.1 Data

6.1.1 All incident details are recorded on an electronic incident Management System. This allows year on year comparison of the performance and level of activity monitored.

6.1.2 Figures will be collated monthly and specifically the number of incidents, Crime related incidents, Incident initiated by CCTV and number of arrests will be monitored.

6.1.3 An annual report will be produced and circulated to Councillors, Community Safety Partners and available on the website.

This report will include;

- An overview of the year
- Total Number of Incidents
- Total Number of reviews carried out
- Total Number of incidents resulting in tape seizures
- Total Number of tapes seized
- Total Number of tapes returned
- Total Number of incidents resulting in arrests
- Total Number of arrests made
- Total Number of Calls from shop/pub radio links
- Total Number of Incidents initiated through CCTV observation
- A break down of performance by each camera zone
- A maintenance report
- A look forward to the oncoming year, including any proposed changes to the scheme, and the aims and objectives.

6.2 Period Review

6.2.1 The CCTV scheme will be reviewed every **5 years** to ensure it is meeting it's objectives and purpose.

6.2.2 The review will be carried out by the CCTV and Lifeline Manager and Deputy Head of Street Scene and Community.

7 Public Engagement

7.1 Signage

7.1.1 Members of the public are informed that CCTV is present by the use of signage on entry to space being monitored. The signage is appropriately sized according to its location and contains the Bromsgrove District Council Customers Service Centre number for any enquires. The signage clearly states that Bromsgrove District Council are the owners of the system.

7.2 Subject Access Request

7.2.1 Individuals whose images have been recorded have a right of access, which usually involves being provided with a copy of the images. On receiving a Subject Access Request, appropriate identification and a fee of £10, images will be provided within 40 days. Where images can not be provided the individual will be informed within 40 days.

7.2.2 There is a leaflet available informing members of the public how to apply for access to images of themselves, and a form which must be completed.

7.2.3 If footage produced could be used to identify other persons then they must be obscured or their permission granted.

7.2.4 Bromsgrove District Council may deny access to images if it is not possible to produce them, or producing them would involve disproportionate effort or if not satisfied of the identity of the enquirer. Access may also be denied if giving the information could prejudice the prevention/detection of a crime or the apprehension and prosecution of offenders.

7.2.5 Footage will be provided in an appropriate format. In some circumstances it may be possible to arrange for a viewing of relevant material.

7.2.6 Subject Access Requests will be coordinated by the CCTV and Lifeline Manager and Information Access Officer.

7.3 Freedom of Information

7.3.1 As a public Authority Bromsgrove District Council have a responsibility to respond to Freedom of Information requests.

7.3.2 Any such requests must be made in writing to the CCTV and Lifeline Manager or the Information Access Officer. The Council has 20 days to provide the information subject to any exemptions.

7.3.3 If the information required is about the requester themselves the request should be treated as a subject access request and the relevant form completed.

7.3.4 Images of other people who can be identified are classed as personal data under the principals of the Data Protection Act, and will not be disclosed.

7.4 Comment and complaints

7.4.1 All complaints, queries and comments from members of the public will be handled according to Bromsgrove District Council Customer First Policy. This will be available to the Public in a leaflet 'Your Council – Your Services'

7.5 Interpretation

7.5.1 This document can be explained by an interpreter or translated if required.

7.6 Consultation

7.6.1 Public Feedback will be sought via the CAA Place Survey, the West Mercia Constabulary Crime Survey and the Bromsgrove House Survey.

BROMSGROVE DISTRICT COUNCIL

CABINET

4TH MARCH 2009

CAPITAL STRATEGY 2009- 2012

Responsible Portfolio Holder	Councillor Geoff Denaro
Responsible Head of Service	Head of Financial Services

1. Summary

- 1.1 This report is to present to Members the updated Capital Strategy for Bromsgrove District Council for 2009-2012. The Strategy brings together the work undertaken by the Council in recent years on the Sustainable Community Strategy and Council Plan, which together set out a vision for Bromsgrove for 2009 and beyond.

2. Recommendation

- 2.1 It is recommended that:

i) Executive Cabinet recommend the Capital Strategy to Council for approval.

3. Background

- 3.1 The Capital Strategy document sets out how Bromsgrove District Council aims to use its capital resources to achieve its vision for Bromsgrove of 'Working together to build a district where people are proud to live and work, through community leadership and excellent services', and the key strategic policies, values, objectives and priorities agreed in the Sustainable Community Strategy, Council Plan and Improvement Plan.
- 3.2 Within the Capital Strategy the Council wishes to see cross cutting themes to improve the social, economic and environmental well being of the area by creating opportunities for improving health, reducing crime, providing high quality employment and developing leisure and tourism in the District.
- 3.3 The Council's approved Capital Programme for 2009/10 – 2011/12 reflects the key aims and objectives of the Council and asserts the Council as community leaders to lever in additional investment and add value to the programme.

4. Financial Implications

- 4.1 The financial implications of the Capital Programme as identified in this report are included in the Medium Term Financial Plan 2009/10 - 2011/12 which was approved by Council on 20th January 2009.

5. Legal Implications

- 5.1 There are no legal implications.

6. Council Objectives

- 6.1 Those projects described in the Capital Strategy which have been included within the Capital Programme have been aligned to the corporate objectives and priorities as part of the approval process. Schemes included in the Capital Strategy are intended to improve and widen the services provided, and improve the operational efficiency of the Council.

7. Risk Management

- 7.1 The control of risks associated with the delivery of a well managed capital programme is included in the corporate risk register. The individual project planning will assess risks that may be evident during delivery and will be managed via departmental risk registers and the programme board.

8. Customer Implications

- 8.1 Approved capital projects have been assessed in line with Council objectives and priorities, and demonstrate improvements in customer service where appropriate.

9. Equalities and Diversity Implications

- 9.1 There are no direct equalities and diversity implications for the Capital Strategy document. All capital schemes included in the Capital Programme are selected to achieve the strategic policies, values, objectives and priorities agreed in the Sustainable Community Strategy, Council Plan, and Improvement Plan. The consultation which is carried out with those persons and organisations representing the residents of the District in the formulation of the Sustainable Community Strategy and Council Plan will therefore have included the implications for equalities and diversity.

10. Value for Money Implications

- 10.1 The delivery of a well managed, both operationally and financially, capital programme is fundamental to achieving good value for money and ensuring that residents receive services they expect within the anticipated cost and timescale.

11. Other Implications

Procurement Issues – All expenditure relating to the approved projects included in the Capital Strategy will be subject to the Council procurement rules.
Personnel Implications – Implications will be included as part of project management planning.
Governance/Performance Management - Implications will be included as part of project management planning.
Community Safety including Section 17 of Crime and Disorder Act 1998 - Implications will be included as part of project management planning.
Policy - Implications will be included as part of project management planning.
Environmental - Implications will be included as part of project management planning.
Equalities and Diversity - Implications will be included as part of project management planning.

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.

14. Appendices

Appendix 1 – Capital Strategy 2009 - 2012

Background Papers

Capital Programme 2009/10 – 2011/12
Medium Term Financial Plan 2009/10 – 2011/12
Departmental Service Plans

Contact officers

Name: Jayne Pickering – Head of Financial Services

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

Tel: 01527 881207

Name: Deborah Randall – Accountancy Services Manager

E Mail: d.randall@bromsgrove.gov.uk

Tel: 01527 881235

Bromsgrove

Capital Strategy 2009-2012



BROMSGROVE DISTRICT COUNCIL

Capital Strategy 2009 – 2012

CONTENTS

1.	The Purpose of the Capital Strategy.....	3
2.	Background	4
	Comprehensive Performance Assessment.....	4
	Organisational Structure.....	5
3.	The Planning Process.....	5
	The Sustainable Community Strategy.....	5
	The Council Plan.....	6
	The Council Results.....	6
	Annual Service Business Plans.....	6
	Asset Management Plan.....	6
	Management Development Strategy.....	6
4.	Prioritising Capital Investment.....	7
	Vision, Objectives, Priorities and Values.....	7
	Regeneration.....	7
	Improvement.....	8
	Sense of Community and Well Being.....	8
	Environment.....	9
	Council Values.....	9
5.	Capital Strategy Priorities 2009/10 – 2011/12.....	10
6.	Corporate Capital Finance Strategy.....	11
	Prudential Code.....	12
	Asset Management.....	13
7.	Departmental Services Strategies.....	15
8.	The Capital Investment Process.....	15
	The Capital Programme.....	15
	Scheme selection and prioritisation.....	16
	Project Management.....	17
	Financial Monitoring of Capital Schemes.....	18
	Bench Marking.....	18
	Performance Management.....	18
9.	Key Partners in the Development of this Strategy.....	19
	The Bromsgrove Partnership.....	19
	Examples of Partnership Working.....	21
	Local Area Agreements.....	21
10.	Corporate Procurement Strategy.....	22

11.	Consultation.....	23
	Housing.....	23
	Culture & Community.....	24
	Community Safety.....	24
12.	Review of the Capital Strategy.....	25
13.	Appendix 1 – Council Vision Objectives Priorities & Values	
	Appendix 2 – Projected Use of Capital Resources	
	Appendix 3 – Capital Programme 2009 to 2012	
	Appendix 4 – Terms of Reference for Asset Management Group	
	Appendix 5 – Departmental Service Strategies	
	Appendix 6 – Project Initiation Document and subsequent Business Case	
	Appendix 7 – Local Strategic Partnership Board	

The Purpose of the Capital Strategy

The Capital Strategy document sets out how Bromsgrove District Council aims to use its capital resources to achieve its vision for Bromsgrove of 'working together to build a district where people are proud to live and work, through community leadership and excellent services', and the key strategic policies, objectives, and priorities, agreed in the Sustainable Community Strategy, Council Plan, Improvement Plan, and Council Results.

This document outlines the framework of consultation, strategic partnership working, management planning, and monitoring which takes place to ensure the Council's planned capital expenditure decisions deliver quality local services in Bromsgrove District. It seeks to show how these are integral to the process of assessing the needs of the community with corporate financial and service planning through Member, community and partner involvement. The Capital Strategy reflects the Council's priorities and key deliverables as set out in the Council Plan 2009 – 2012.

This document therefore describes Bromsgrove's capital finance strategy and capital investment process, setting out:-

- the planning process;
- the priorities for capital investment;
- how the Council's assets are managed;
- the departmental service strategies;
- how schemes are selected and resources allocated;
- how progress on schemes is monitored and evaluated;
- how progress in implementing the capital programme is monitored;
- how performance is reviewed;
- the Council's arrangements for partnership working;
- the Council's procurement strategy; and
- how the Council consults for service and strategic planning purposes.

Council expenditure falls into two types which are capital and revenue. Capital resources are used to provide the new assets, and the enhancement of existing assets, which the Council requires to enable it to deliver its services to the citizens of the District, and which includes expenditure on land, buildings, and vehicles plant and equipment.

Examples of capital expenditure include major improvements to Council owned buildings, recreation grounds, cemeteries, car parks, public conveniences, refuse and recycling freighters etc. Also included are grants to registered social landlords for the provision of affordable housing.

Revenue expenditure comprises the Council's day to day operating costs such as salaries, wages, energy, printing, stationery, and maintenance etc. The Capital Strategy is therefore only concerned with the planned use of capital resources.

Background

Bromsgrove District covers an area of approximately 83.8 square miles and lies to the south of the West Midlands conurbation bounded by Birmingham, Dudley Solihull, Redditch, Wyre Forest and the largely rural districts of Wychavon and Stratford-upon-Avon.

Whilst it is only 14 miles from central Birmingham, the Clent and Lickey hills provide an important dividing line between the industrial Midlands and the rural landscape of North Worcestershire. The area is visibly dominated by agriculture, although it supports a varied economy based on a range of small and medium sized businesses. The District has a resident population of 91,600.

The Council is an enthusiastic and committed community leader, with a clear understanding of issues that need to be translated into actions either, directly by the Council, in partnership with others, or by enabling others to act. The Council facilitates the Local Strategic Partnership (LSP) which has been created and this will help to strengthen the existing partnership working which exists to deliver successful outcomes for local people. Continued development of the LSP will contribute towards better use of resources throughout the District.

Within the Capital Strategy the Council wish to see cross cutting themes to improve the social, economic and environmental well being of the area by creating opportunities for improving health, reducing crime, providing high quality employment and developing leisure and tourism in the District.

The annual Council Results document and the Council Plan are supported by a series of other specific strategy documents including the Housing Strategy, the Local Development Framework, and Service Business Plans etc. The Capital Strategy brings together the interrelationship of the capital elements of such documents.

The Council's Capital Programme for 2009 – 2012 reflects the key aims and objectives of the Council and asserts the Council as community leaders to lever in additional investment and add value to the programme.

Comprehensive Performance Assessment

In 2002 the Government introduced universal inspections of Local Authorities throughout England. The process, known as Comprehensive Performance Assessment (CPA), was designed to encourage councils to improve their corporate governance arrangements and to deliver service improvements on a continuous basis to local people. Councils would be judged and placed within one of five categories, poor, weak, fair, good or excellent.

On 3rd June 2004 Bromsgrove District Council decided to request Voluntary Engagement through the Office of the Deputy Prime Minister (ODPM) (now the Department for Communities and Local Government (DCLG)). This enabled the Council to focus its endeavours on improvement rather than deflect effort in preparing for CPA, and secure guidance and support towards achieving progressive

improvement in the performance of the Council. As a consequence, the CPA process scheduled for September 2004 was deferred.

The Council's request for Voluntary Engagement was accepted and in September 2004 the process of developing the Recovery Plan began. This was seen as a key priority for the Council and was subsequently reviewed and approved by Government Ministers at the ODPM.

The Recovery Plan included a clear integrated plan for wholesale improvement and change which is now enabling the Council to start providing cost efficient value for money services at a price our customers want to pay.

As a further part of the Recovery Plan the Council has undergone an organisational restructure which has provided a range of measures and initiatives which have created a framework to enable dynamic change to take place.

The Council completed its Recovery Plan in June 2006 which was largely focused on the Resources Directorate. A new Improvement Plan was approved in August 2006 which focused on external issues such as performance indicators, customer service and regeneration of the Town Centre and the MG Rover site at Longbridge.

The Audit Commission carried out a Comprehensive Performance Assessment of the Council during late February/ early March 2007 which was based on levels of performance in the year 2005/06. The results were published in June 2007, and as expected the Council was given an official CPA rating of 'Poor'. A new Improvement Plan which took into account the comments received from the Audit Commission was approved in July 2007. A further CPA assessment has been carried out in November 2008, for which the results are still awaited, however we expect the rating to be fair, with a 3 for prioritisation which is key to this strategy.

In 2009 the CPA assessment criteria will be superseded by Comprehensive Area Assessment (CAA). CAA will look at how well local services are working together to improve the quality of life for local people. For the first time, local public services will be held collectively to account for their impact on better outcomes. This means that CAA will look across councils, health bodies, police forces, fire and rescue services and others responsible for local public services, which are increasingly expected to work in partnership to tackle the challenges facing their communities.

Organisational Structure

Direct Management Responsibility

Chief Executive

Assistant Chief Executive

Corporate Communications, Policy and Performance

Executive Director (Services)

Financial Services, Street Scene & Community, Legal Equalities & Democratic Services, Human Resources & Organisational Development, and E-Government & Customer Services

Executive Director

Planning & Environment and Key Partnerships and Projects

The Planning Process

The **Sustainable Community Strategy 2007-2010** was published in November 2007 and it focuses on the way in which services are delivered and how they can be improved for everyone's benefit. The Strategy was compiled by key strategic partners in response to the outcomes of extensive consultation undertaken across the District and the Strategy sets out the vision of partners representing the community of Bromsgrove District. The delivery of the Sustainable Community Strategy is managed by the Local Strategic Partnership (LSP), whose membership consists of key senior representatives from the public, private and voluntary and community sectors. (See page 19 for a list of partners).

The Strategy is a developmental, rolling document and the priorities identified may change over time as improvements are realised and new issues emerge. Changes will be reflected in subsequent editions of the Strategy and it will be updated every three years, with the next revision being in 2010.

The new **Council Plan 2008 – 2011** sets out the Council's strategic direction for the next three years and how we will contribute to the Sustainable Community Strategy in terms of delivery. The Council Plan is updated every year with a 2009-2012 plan due to be published in March. The Council plan is a key document for the Capital Strategy as it sets out the Council's Priorities and key deliverables for the next three years and provides the strategic backdrop for the budget round. The key plans and strategies which influence the objectives of the Council Plan are:

➤ **The Council Results:**

- focuses on the results of the key performance indicators which impact on the achievement of the Council's Vision, Objectives, and Priorities (see **Appendix 1**);
- spells out information on things we said we would do, the things we have achieved and what our objectives are for the future;
- allows the Council to demonstrate how cross-cutting issues are being addressed through the combined efforts of the different service areas.

➤ **Annual Service Business Plans:**

- produced by each of our service areas;
- detail how the specific services will work towards delivering the Council's strategic aims and priorities, as set out in the Council Plan;
- links with our Medium Term Financial Plan.

➤ **Asset Management Plan:**

- provides a framework to optimise the use of property assets in terms of service benefits and financial return in order to support the Council's priorities and corporate objectives;
- provides regular condition surveys to highlight areas where capital investment is required.



➤ **Management Development Strategy:**

- the Modern Manager Framework and ‘Bromsgrove Way’ have been introduced setting out a framework for staff management and development as part of our aim to be an improving Council.

These are supported by a range of community engagements mechanisms like the budget jury, customer panel, Equalities and Diversity Forum, Disabled Users Group, focus groups, PACT meetings and Local Neighbourhood Partnerships.

Prioritising Capital Investment

Vision, Objectives, Priorities and Values

In September 2006 the Council approved a new Vision for the future which is:

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

The Vision has then been further developed into four objectives. The objectives and the description of what they include are set out. The objectives are designed to be broad. From these broad objectives, specific priorities have then been identified. The four objectives are:

- Regeneration
- Improvement
- Sense of Community and Well Being
- Environment

The rationale for selecting each priority is:

Regeneration

This Council Objective can be defined as:-

- Improving the physical fabric of the District, in particular, the town centre.
- Improving the living environment of the vulnerable, in particular, eliminating fuel poverty, reducing the gap in serious accidental injury and the indoor living environment in so far as it affects respiratory health (cold, damp, indoor pollution).
- Ensuring quality and choice in the local housing market across all tenures with the availability of sufficient decent, affordable and sustainable housing to meet the needs of all of the District’s residents including those with special housing needs.
- Ensuring a strong, prosperous and competitive local economy which creates wealth in order to support the level of investment required to close the gap of inequality; contributes to the region’s economy and enable people to improve their quality of life.

- Securing public and private investment in the above factors in order to lever in sufficient investment to tackle these issues.
- Improving household incomes through increasing economic activity by promoting enterprise and entrepreneurship and the take up of employment opportunities through improved access to jobs, employment growth (both public and private) and improving people's skills (both young people's and adults). Where people are genuinely unable to work ensuring that people take up the full benefits to which they are entitled.

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

- *Town Centre*
- *Housing*

Improvement

This Council Objective can be defined as:-

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

Sense of Community and Well Being

This Council Objective can be defined as:-

- Ensuring the District's residents have a good cultural "offer" which encourages a sense of community.
- Providing effective community leadership.

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

The following priority has been identified for this Council Objective:-

- *Sense of Community*

Environment

This Council Objective can be defined as:-

- Ensuring the District offers a quality living environment for everyone, with access to good facilities including clean and attractive open spaces.
- Sustaining this quality living environment for future generations.
- Waste collection, recycling and disposal.
- Maintaining and fostering the District’s biodiversity.
- Maintaining our rural communities.
- Balancing our green belt whilst responding to the economic development needs of the District.

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

- *Clean Streets and Climate Change*

Council Values

The Council will achieve its Vision, Objectives and Priorities through focusing on its Values which are:

- Leadership
- Partnerships
- Customer First
- Equality

Capital is a finite resource and a strict policy therefore is adopted for approval of capital schemes. For the Capital Programme 2009 – 2012 Heads of Service made bids for the inclusion of new capital schemes based on requirements identified in their service business plans, which were then ranked as ‘High’, ‘Medium’ or ‘Low’

priority by the Corporate Management Team, after considering each scheme's impact on the Council's corporate objectives and priorities. Only those bids which were ranked as 'High' have received Council approval as they are directly linked to priorities.

The Council is concentrating on meeting the service improvements as set out in the Improvement Plan and this has therefore been the main criteria in determining which capital schemes received approval.

Capital Strategy Priorities for Years 2009/10 – 2011/12

The new schemes approved reflect the corporate priorities as follows (some schemes meet more than one priority):-

COUNCIL OBJECTIVE 1 - REGENERATION
Priority – Town Centre
<ul style="list-style-type: none"> ➤ Redevelopment of Bromsgrove Town Centre £200k ➤ Replacement of CCTV Equipment £79k ➤ New Toilet Block in Town Centre £174k
<p><i>Also includes:</i></p> <ul style="list-style-type: none"> ○ <i>Street Scene Depot Vehicle Replacement Programme – (Commercial, Garage, Ground Maintenance, Recycling, Refuse Collection, Street Cleaning Services) – (See Clean Streets & Climate Change)</i> ○ <i>Community Transport – (See Sense of Community)</i> ○ <i>Spadesbourne Brook & cleansing of Water Courses – (See Clean Streets & Climate Change)</i>
Priority – Housing
<ul style="list-style-type: none"> ➤ Provision of Discretionary Home Repair Assistance & Housing Renewal Grants £263k ➤ Grants to partners for the development of Affordable Housing in the District £700k ➤ Provision of Disabled Facilities Grants £1.230m ➤ Upgrading of Houndsfield Lane Caravan Park £204k
COUNCIL OBJECTIVE 2 - IMPROVEMENT
Priority – Customer Service
<ul style="list-style-type: none"> ➤ Remedial Work to Council Buildings following Stock Condition Surveys £100k

COUNCIL OBJECTIVE 3 - SENSE OF COMMUNITY & WELL BEING

Priority – Sense of Community

- New Park at Barnsley Hall £215k
- District Wide Provision/Enhancements of Sports Facilities £360k
- Community Transport £75k
- Parks & Cemeteries £45k
- Lifeline kit replacement PNC5 £54k
- Access improvements to allotment sites £20k

COUNCIL OBJECTIVE 4 - ENVIRONMENT

Priority – Clean Streets and Climate Change

- Depot Vehicle Replacement Programme (Commercial Services) £13k
- Depot Vehicle Replacement Programme (Garage Services) £40k
- Depot Vehicle Replacement Programme (Grounds) £273k
- Depot Vehicle Replacement Programme (Multi-lift Vehicle) £12k
- Depot Vehicle Replacement Programme (Recycling) £13k
- Depot Vehicle Replacement Programme (Refuse Collection) £1.271m
- Depot Vehicle Replacement Programme (Street Cleaning) £146k
- Spadesbourne Brook and cleansing of Water Courses £25k
- Wheeled bins for co-mingled collections £473k
- Replacement recycling vehicles £670k

Also includes:

- *Town Centre Development – (See Town Centre)*
- *New Toilet Block in Town Centre – (See Town Centre)*

Corporate Capital Finance Strategy

Following a number of years of being debt free the approved Capital Programme requires the Council to start funding capital expenditure by borrowing in 2010/11 because existing capital balances will have been utilised and opportunities for obtaining capital receipts in the future will be limited.

Estimate of Capital Receipts Remaining after Current Capital Programme
(excluding the effect of unspent 2008/09 budgets carried forward to 2009/10)

At 01/04/2009	At 01/04/2010	At 01/04/2011	At 01/04/2012
£3.4m	£0.986m	-£0.765m	-£1.865m

See **Appendix 2** for a detailed breakdown of capital receipts.

It is estimated that at 1st April 2009 £3.4m of capital receipts and £0.4m of s106 funds will be available for financing the Capital Programme, but the precise amount

will not be known until the accounts have been closed for the year 2008/09. These figures exclude the carry forward of any unspent budgets from 2008/09 to 2009/10 which however can be ignored when considering the availability of resources because they are already committed.

The Prudential Code

The Local Government Act 2003 introduced the new Prudential Code capital controls system which came into force on 1st April 2004. Under these arrangements local authorities are freed from the allocation of Central Government credit approvals and are now able to borrow funds to finance capital schemes providing capital investment plans are affordable, prudent and sustainable as demonstrated by using a series of comprehensive prudential indicators.

The impact on the Revenue Account in relation to the approved programme 2009 – 2012 is £7k in 2010/11 and £73k in 2011/12. The interest is charged into the accounts from the year of borrowing with the principal charged in the year following acquisition.

An important element of the Capital Finance Strategy is to continue to seek funding from other agencies as part of the match funding process, to further stretch the use of the Council's own resources. Examples of this will be Advantage West Midlands, Government Grants (e.g. Liveability for Recreation, Community Safety (C.C.T.V.), Countryside Agency, Lottery, and partnerships with other Councils.

The traditional Private Finance Initiative (PFI) is not being pursued as it is considered the current constraints render it unsuitable for the smaller type of projects undertaken by the Council. Instead reliance is being placed upon partnerships where considerable success has already been achieved.

The Council will also continue to utilise the capital resources made available through the planning Section 106 obligations which are utilised to finance schemes involving affordable social housing, leisure play areas, and public open spaces.

The Council's Capital Programme for 2009 to 2012 totals £7.1m and is financed from a combination of capital receipts, Government grants, Section 106 planning agreement funds, and prudential borrowing. See **Appendix 3** for full details.

Asset Management

A new strategic group known as the Asset Management Group has been formed to ensure the Council's assets are suitably managed and to develop a new Corporate Asset Register. See **Appendix 4** for the strategic objectives and responsibilities of the group.

Membership comprises:

- Corporate Property Officer (Chairman)
- Facilities Manager
- Representative from Financial Services
- Representative from Street Scene and Community

- Representative from e-Government and Customer Services
- Representative from the County Council as part of the Service Agreement to provide professional valuation support and advice.

Officers with responsibility for major services are invited to attend as appropriate.

All property ultimately falls under the control of the designated Corporate Property Officer, who is the Head of Legal Equalities & Democratic Services who is a member of the Corporate Management Team (CMT). She reports to CMT and Executive Cabinet as necessary and is within the Resources Directorate. The Portfolio Holder for Legal Equalities and Democratic Services is Member “Champion” for asset management.

The Corporate Property Officer is responsible for:

- Ensuring stakeholder consultation and review takes place regarding assets and that findings are fed into the decision making process.
- Developing the Asset Management Plan (AMP) for consideration and approval by the Council and its subsequent implementation.
- Ensuring its adherence to Corporate Objectives.
- Ensuring that the AMP is coordinated with the Medium Term Financial Plan and considering key actions relating to asset management contained within other relevant strategies.
- Ensuring all asset management issues are properly considered by Corporate Management Team and Executive Cabinet as necessary.
- Reporting twice a year to CMT and Executive Cabinet on the performance of the property portfolio as measured against a suite of property performance indicators.
- Chairing the Asset Management Group.
- Champion the current and future approach to matching asset usage with business needs at strategic management level
- Provide the key link ensuring Member involvement in asset management planning and implementation
- Consider the effect of corporate drivers on asset management

The AMP is therefore the key document for ensuring that all capital assets are fit for purpose and used effectively, and on 1st October 2008 the Council approved a new Plan for the period 2009/10 to 2011/12.

The Plan applies primarily to property assets but with the fullness of time will extend to include infrastructure, vehicles, plant, and major equipment. The new plan clearly sets out the requirements and the high level actions which are required to embed effective asset management within the Council.

Bromsgrove District Council is a significant property owner within the District and the AMP is prepared in order to provide a framework that will optimise the use of property assets in terms of service benefits and financial return in order to support

the Council's priorities and corporate objectives. Regular condition surveys will highlight areas where capital investment is required and provide the links to the Capital Strategy, Capital Programme, and Medium Term Finance Plan. Other linked plans and strategies include the Sustainable Community Strategy, the Procurement Strategy, the Customer Care Strategy, and individual service business plans.

The Council can expect the following from the Asset Management Plan:

- Clear corporate responsibility for strategic asset management.
- How the Council will support the delivery of its Vision, values, objectives and priorities.
- Assurance that the assets are suitable and sufficient for the services provided and continue to be so.
- A performance measurement system which relates to the Council's corporate objectives.

In the latest 2009 – 2012 Capital Programme the Council will invest £7m in the creation and improvement of its assets which include:-

- A new toilet block in Bromsgrove town centre,
- Remedial work to Council buildings,
- Development of a community transport system,
- Recreation grounds, children's play schemes & allotments,
- Replacement of vehicles & plant.

Departmental Services Strategies

Each department has its own objectives in delivery of the capital programme which links into the Council's Capital Strategy and these can be seen at **Appendix 5**.

The Capital Investment Process

Comprehensive Spending Review

Following the efficiencies required under the Gershon review the Government released the Comprehensive Spending Review to include a 3 year settlement on grant to Local Authorities. In addition there is a requirement to deliver 3% year on year cashable efficiency savings which should be delivered by transforming services provided by Local Government and by improving procurement practices within the Councils. Bromsgrove has recognised the need to improve the value for money of our services and the medium term financial plan 2009/10-2011/12 identifies the savings to be realised from transforming the Council and the improved procurement regime.

The Capital Programme

The Council currently has a 'live' three year Capital Programme that is reviewed on a regular basis. The capital budget is reviewed several times a year after the original budget has been approved by Council prior to the start of each financial year.

When the previous year's final capital expenditure is reported to Executive Cabinet approval is sought to carry unspent budgets forward to the new financial year on

schemes where unavoidable delays have occurred, and at this time the original budget is revised to include such unspent budgets. Also at this stage any other new schemes which have been approved since the original budget was agreed, are also added to the revised budget.

A flexible approach is followed and new schemes may be added to the capital budget during the year, following submission of a detailed, robust business case to include savings generated from the project and approval by Full Council. Normal practice is however that most new schemes receive approval for inclusion in the Capital Programme prior to the start of each year. Schemes can also be rescheduled within the Capital Programme if necessary.

It is Council policy that the following investment criteria should apply on all capital schemes:-

A scheme will:-

- Enhance the delivery of Council priorities;
- Maintain existing assets to standards suitable for service delivery;
- Improve and acquire assets to meet service and customer needs;
- Improve the stewardship of assets; spend to save (innovative schemes that will secure the Council a better rate of return than the investment interest earned); to reduce longer-term problems and liabilities;
- Satisfy legal obligations of the Council (e.g. health and safety requirements, and compliance with the disability discrimination legislation);
- Develop community assets in areas of need;
- Maximise the use of other funds to encourage investment in specific areas such as energy efficiency, economic development and infrastructure developments (using funds derived from Section 106 agreements with developers), and;
- Maximise the benefits of partnership working.

Scheme selection and prioritisation

The following process applies for considering bids for new capital schemes from Heads of Service for inclusion in the Capital Programme, and due consideration will be given to the results of condition surveys undertaken for the Asset Management Plan (AMP):

- Members of the Executive Cabinet, and the Corporate Management Team (CMT) meet to shape priorities for the forthcoming year following community consultation, to drive the budget process and the formulation of service business plans;
- Capital schemes are identified as part of the business planning process and are included in service business plans;
- Basic feasibility studies are undertaken;
- Heads of Service submit a Capital Funding Request Form to allow an initial assessment to be made of each capital bid, and to seek approval from the CMT to develop a business case and detailed financial appraisal as part of the formal request for funding;

- The initial bids are considered by the Council's CMT and are ranked into high, medium and low priority categories;
- CMT will agree the scheme bids to be included in the draft capital programme for consideration by Members having regard to the merits of each scheme and the overall level of resources available;
- The Scrutiny Steering Board is consulted together with the budget jury before finalising the Capital Programme;
- It is Council policy that it consults with the citizens of Bromsgrove on the capital budget proposals through the Customer Panel and focus groups, and in accordance with this, consultation took place with focus groups on the annual capital and revenue budgets for 2009/10;
- Executive Cabinet considers the budget proposals and agree the formal Capital Programme for approval by the Council;
- For all new approved capital schemes Heads of Service are required to complete a full Project Initiation Document (PID) and subsequent Business Case which includes the following essential elements (see **Appendix 6**):
 - Details of proposed scheme;
 - Reason for the project;
 - A definition of what the project is and what it will deliver;
 - The current position and deficiencies found;
 - The risks arising out of deficiencies found;
 - The different options available including doing nothing;
 - Brief details of the costs of each option;
 - The option recommended and reasons why;
 - How the recommended option achieves value for money;
 - How the recommended option achieves the objectives of the business plan;
 - The key drivers in developing the recommendation;
 - An overview of the proposal;
 - A cash flow of the recommended scheme;
 - Depreciation period for the capital asset;
 - Revenue impact of proposed scheme;
 - Demonstration of how the project meets the Vision, Values and Objectives;
 - How the project will help to improve performance;
 - Details of any asset savings generated e.g. a disposal.
- New capital schemes are signed off before commencement by the Executive Cabinet Portfolio Member for Finance and the Head of Financial Services on receipt of a robust PID (business case), before approval will be given.

Project Management

Budget holders and budget managers control their capital schemes using the Council's approved Project Management Framework. The use of the Framework and key projects are overseen by the Council's Programme Management Board, chaired

by the Chief Executive and administered by the Corporate Communications, Policy and Performance Team. The Framework is based on eight output documents which are split into three discrete areas:- project initiation, project implementation and project close. The document outputs are categorised as follows:

Project Initiation

- Project Initiation Document (PID)
- Business Case
- Project Plan (usually a Gantt Chart produced using MS Project)

Project Implementation

- Highlight Reports
- Risk Register
- Issues Log
- Agendas, minutes and general communications

Project Closure

- Closure Report including lessons learned

Financial Monitoring of Capital Schemes

Capital expenditure budgets are profiled over the accounting periods of the financial year and monthly capital monitoring takes place:

- Monthly capital monitoring statements are issued to Heads of Service detailing their schemes with a comparison of planned budget to date with actual expenditure and budget variances to enable action to be taken to keep projects on track;
- Updating of the 'Contract Register' with payments to contractors;
- Quarterly reporting of progress and performance on the capital programme to the Performance Management Board (PMB).

Bench marking:

In order to get the best out of our Capital Strategy it is important that the Council bench marks. The Council does this in the majority of cases by demonstrating competition in procurement.

Performance Management:

The Council has introduced a robust framework of performance management over the last 3 years. Individual service plans identify the statutory and local performance indicators to be monitored by the department and members. These indicators are monitored monthly by Corporate Management Team and Performance Board and quarterly by Cabinet where they are integrated with the financial position of the Council.

New capital schemes are proposed with the aim of achieving the Council's Vision, Values, Objectives and the capital appraisal process requires the identification of related performance indicators which will be impacted by each proposed scheme.

The success of many schemes can therefore be evaluated by monitoring the movement of such related indicators.

A range of property related performance indicators have been developed and are included in the new AMP and these will be robustly monitored and reported on monthly by the Asset Management & Capital Group. The Council is now also a member of the Institute of Public Finance (IPF) Asset Management Planning Network which is an organisation which provides advice on property related matters.

The actual progress on delivery of schemes against the target of the Capital Programme is monitored by the issuing of monthly capital monitoring statements to budget holders, and considered at the Asset Management & Capital Group monthly meetings. Details are also reported to PMB and Executive Cabinet on a quarterly basis. The final capital outturn is also reported following closedown of the accounts.

Once completed there is a review of the effectiveness of schemes. This is carried out under the Performance Management Framework by completion of the project closure report where the scheme is re-evaluated against the original aims and objectives.

In order to celebrate and promote the successful delivery of capital schemes Press Releases are issued at the appropriate time to provide the local press and community of the full details. Examples in recent years have included the achievement of the national targets for the recycling of waste following significant capital investment in vehicles and equipment, and the 'Shopmobility' scheme offering disabled people the use of free wheelchairs and scooters for shopping in the town centre.

Key Partners in the Development of this Strategy

The Local Strategic Partnership

The Council recognises that it cannot deal with all the issues facing the District alone and has therefore embraced partnership working through the establishment of the Bromsgrove Partnership.

The Bromsgrove Partnership

The Bromsgrove Partnership is the Local Strategic Partnership (LSP) with the lead role of promoting economic, social, and environmental well-being and its function has been to develop the Sustainable Community Strategy following extensive consultation across the District and to drive forward the delivery of the Strategy towards the year 2013. Membership comprises representatives from a wide range of public, private, community and voluntary groups (listed below) and full details can be seen at **Appendix 7:-**

- Bromsgrove District Council (Chair – Roger Hollingworth, Leader of the Council);
- Private Sector Representative (Vice Chair – John Morgan)
- West Mercia Police;
- County Association of Local Councils;
- Education & Lifelong Learning Representative (NEW College);

- Bromsgrove & Redditch Network;
- Worcestershire County Council;
- Worcestershire Primary Care Trust;
- Bromsgrove District Housing Trust.

The Bromsgrove Partnership therefore is a single body that:

- brings together at a local level the different parts of the public sector as well as the private, business, community and voluntary sectors so that different initiatives and services support each other and work together to consider specific issues that require a joined up response;
- is a non-statutory, non-executive organisation. It does not replace the existing decision-making mechanisms of each constituent body but works behind the scenes to deliver outcomes;
- operates at a level which enables strategic decisions to be taken and is close enough to individual neighbourhoods to allow actions to be determined at community level;
- supplements the County LSP.

The Bromsgrove Partnership has set itself 6 objectives to match those of the countywide LAA:

- Communities that are safe and feel safe;
- A better environment for today and tomorrow;
- Economic success that is shared by all;
- Improving health and well being;
- Meeting the needs of children and young people;
- Stronger communities.

At its away-day on 12th February 2007, the LSP Board considered local evidence and national priorities on each of the LAA blocks, and a result, the following priorities were determined and subsequently approved by the Board on 1st March 2007:

- Fear of Crime
- Environment
- Town Centre Redevelopment (including transport: railway station redevelopment and associated issues and community transport)
- Longbridge Regeneration
- Health & Well Being
- Children & Young People
- Older People
- Housing

Each of these priorities has a Theme or Project Group which focuses on delivering the outcomes in the Community Improvement Plan (which is the performance management framework for the LSP). These action plans therefore influence the

content of our Capital Programme because the Capital Strategy is linked with the Council Plan, which in turn is linked with the Sustainable Community Strategy.

The Local Government and Public Involvement in Health Act 2007 require the co-operation of Local Authorities with partners and the operation of Local Area Agreements. This is likely to mean an expansion of shared services and joint working between councils and may well impact on future years' capital strategy.

Examples of Successful Partnership Working

The Council actively seeks and encourages joint working with a variety of partners to deliver services, to attract additional funding, and secure community benefits. There are many examples of successful partnership working involving the Council in the years 2003/2007 which include working with:-

- a range of registered social landlords and the grant funding of capital schemes to provide additional affordable housing for the benefit of local people;
- Worcestershire County Council and joint funding to provide the 'Worcestershire Hub', and also the 'One-Stop Shop' Customer Service Centre, in Bromsgrove town centre;
- NEW College for the provision of a new Arts Centre where the college provided the land and the Council provided the building and agreement on a trust arrangement for split use of the facility;
- ASDA where in exchange for a piece of land, ASDA has provided the Council with its first every multi storey car park; and,
- Birmingham City Council and St Modwen on the redevelopment and regeneration of the old MG Rover site at Longbridge.

Other partners include Advantage West Midlands which is playing a key part in developing the former UEF site as part of the A38 high technology corridor, and British Waterways where a joint feasibility study has been carried out relating to increased leisure and tourism access to the canal system from and within Bromsgrove.

The Council recognises that future partnership working will be a key element in delivering successful capital schemes. The continued need to find additional efficiency savings [Gershon 2004] will provide further impetus to review current levels of partnership working and revise practises to achieve benefits across the authority and the District.

Local Area Agreements

The Council is also involved in the Local Area Agreement (LAA) which is a three-year agreement that sets out the priorities for Worcestershire. It is negotiated between government, represented by Government Office West Midlands (GOWM), and a local area, represented by the County and district councils and their partners working through the Worcestershire Partnership. The aim of the LAA is to simplify funding streams and allow the area greater flexibility to address local priorities.

Worcestershire's Local Area Agreement commenced in April 2006. The County LSP agreed to concentrate on establishing the outcomes and performance targets in the first year of the Agreement with a fuller consideration of the re-aligning of funding streams to support the outcomes kicking in from April 2007. The County LSP are currently reviewing priorities and targets to align with the government's new performance framework which was developed as part of the Comprehensive Spending Review in 2007.

A successful LAA will provide an opportunity for improving future service delivery in a number of ways:-

- Focus on key strategic priorities and measurable outcomes;
- Assist partners to more clearly identify gaps and overlaps in provision;
- Pooling of budgets/resources leading to greater efficiency and effectiveness;
- Enhanced performance management in conjunction with partners, thus enabling a process which is transparent and accountable;
- Simplification of delivery structures and clear accountability and governance arrangements;
- Improved community cohesion through greater engagement of all sectors, notably private, voluntary and community;
- By linking outcomes to a clear identification of needs, based on data from local communities through effective consultation.

Corporate Procurement Strategy

The first phase of improvements identified in the 2005 to 2008 strategy to the procurement processes within the Council have now been completed and a review undertaken to identify further opportunities and actions required over the period 2008 to 2011 to consolidate and continue achieving best value for the Council's revenue and capital spend.

The Council remains committed to best practice, transparency and best value the controls and processes put in place during 2006 to 2008 ensures that internal Contracts Procedure Rules, Standing Orders and UK and EU procurement regulations are complied with and risk is minimised.

The key procurement objectives of the 2008 - 2011 strategy are:- (In no order of priority)

- Continue to identify cashable savings opportunities
- Training and development for officers and members
- Drive planning into the procurement process with officers
- Continue to work with other public sector entities and local authorities in Worcestershire to jointly effect savings/efficiencies
- Identify and utilize existing compliant contracts available to the Council within the wider public sector

- Identifying and implementing further efficiencies
- Support and training for small & medium enterprises and local business
- Full integration of equality & diversity best practice into procurement
- Integration of the Council's sustainability and environmental goals into procurement
- Further development of e-business to achieve savings

Community Engagement

Community Engagement across the District is vital if we are to ensure we can deliver the services our residents want. As such, the Council has appointed an officer dedicated to community engagement activities and has developed a Community Engagement Strategy and associated guidance for officers across the authority to use in order to ensure a consistent approach. All strategies and plans are subject to consultation and they will continue to be revised through consultation, to take account of changing public priorities.

The Council outsourced its existing in-house citizens' panel to SNAP Surveyshop in 2007 in order to establish and maintain a statistically valid Customer Panel. The Panel is surveyed twice-yearly on issues of service delivery and quality of life in the district. Members of the Corporate Communications, Policy and Performance Team have been trained in running Focus Groups with members of the public and a series of Focus Groups will take place in the coming year. The Council also regularly consults with community forums, and other participation groups including the equality and diversity forum and disabled users group. In all of the methods used the Council ensures that feedback is given to those consulted so that they are aware that their views are being listened to and acted upon.

It is Council policy that formal consultation with the public will take place on all significant or major capital projects through the Customer Panel, Focus Groups and other activities. Consultation with Focus Groups has taken place this year on the annual capital and revenue budgets for 2009/10, and this will be repeated each year.

The Local Development Framework

This is a strategic plan for the development of the Bromsgrove District over the next 15 to 20 years and Planning Department carry out consultation developers and other interested parties when developing this plan.

Housing

The Council has a good past record for working with its tenants in encouraging participation and meaningful consultation. Since housing transfer took place, the main responsibility for tenant participation has transferred to Bromsgrove District Housing Trust (BDHT) enabling the Council to now concentrate on wider community and partner consultation as a mainstream activity within its strategic housing role.

In respect of housing needs and investment, the Council undertook substantial and varied consultation with residents, registered social landlords, the Housing

Corporation, and the voluntary sector and other agencies in developing its Housing Strategy (2006 – 2011). All feedback from this consultation is fed into the policy development process. During 2008 the Council jointly commissioned a Bromsgrove Housing Market Assessment with BDHT and RSL partners to inform the Housing investment priorities for the District. The outcome of this and the Mid Term Housing Strategy Consultation events held in November 2008 have updated and informed the Housing Strategy Action Plan.

The following list provides examples of the consultation work the Council is developing with the whole community, irrespective of whether they are tenants, persons accessing homelessness services or people benefiting from the authorities private sector housing and planning services.

Examples of Key Local Housing Consultations and Partnerships

- Bromsgrove Homelessness Strategy Steering Group;
- Housing Strategy Steering Group;
- Strategic Housing and Principal; RSI Partner Consultation Group.
- Registered Social Landlord (RSL) Liaison Group;
- Bromsgrove Private Landlords Forum.

The Strategic Housing section has a schedule of customer satisfaction surveys that are being carried out on an annual basis spanning the services provided.

Examples of Key County Wide Housing Consultation Groups and Partnerships

- Health and Social Care Groups;
- South Housing Market Area Partnership Group and Housing Market Assessment sub group and Member / Officer RHB Briefing Group.;
- North Worcester Care & Repair Agency Consultation Group;
- Supporting People Commissioning Group.

Street Scene and Community

Community Services

Community Services recognise that the operation of facilities and the planning and implementation for activities/service delivery within the department needs to be driven by the outcomes of valid consultation and user feedback. To this end the department has developed a consultation strategy to ensure that the needs of the community are adequately addressed, continuous improvement is achieved and quality of service enhanced based on robust information obtained through consultation.

The following methods of consultation are currently in use within the department: -

- Comments and suggestion systems;
- User questionnaires;
- Consultative and focus groups;
- Council complaints procedure;
- Open meetings;

- User/Non-user general residents survey;
- Open days;
- Meet the manager sessions.

Community Safety

The Council's response to consultation is to identify future investment and service delivery needs so that these may be incorporated as necessary into the capital strategy and other policy documents. This approach has in the past contributed to the identification of capital schemes to improve car parking, leisure facilities and reduce crime, amongst others.

The corporate "Sense of Community" priority is closely matched to the community fear of anti social behaviour and crime taken on board by the community safety team as key deliverables for 2009/10

Lifeline supports some of the most vulnerable members of the community and has requested capital funding in 2009/10 to replace its current operating system, which cannot support the latest developments in 'telecare' services, and is becoming increasingly problematic to support due to its age.

In 2008/09 a 3 year rolling strategy commenced for Bromsgrove Community Safety Partnership. Reviewed annually, it will be driven by what are the priorities of local communities in the District.

A yearly survey is conducted by West Mercia Police and its community safety partnerships on key issues around fear of crime. A monthly tasking group, supported by a dedicated analyst, prioritises types of crime, disorder and anti social behaviour, together with geographical areas. Partners put together an action plan, resources, and funding to tackle issues highlighted.

The Council seeks the support of voluntary organisations about supporting specific projects and also uses residents and young people focus groups for specific issues.

Partners and Communities Together (PACT) is a scheme that looks at the key issues that have the greatest impact on a ward/ community. Residents prioritise issues and statutory organisations or voluntary groups deliver them.

Local Neighbourhood Partnerships are being piloted which brings agencies such as parish, district and county councils, plus key individuals, together to tackle a wide range of localised issues.

All these methods of consultation are used to highlight the community safety concerns of residents. These concerns are analysed and prioritised. Projects to tackle these concerns are developed and submitted for inclusion within the capital programme when required.

In all of the approaches to consultation the community safety team ensures that feedback is given to those consulted so that they are aware that their views are being listened to and acted upon.

Review of the Capital Strategy

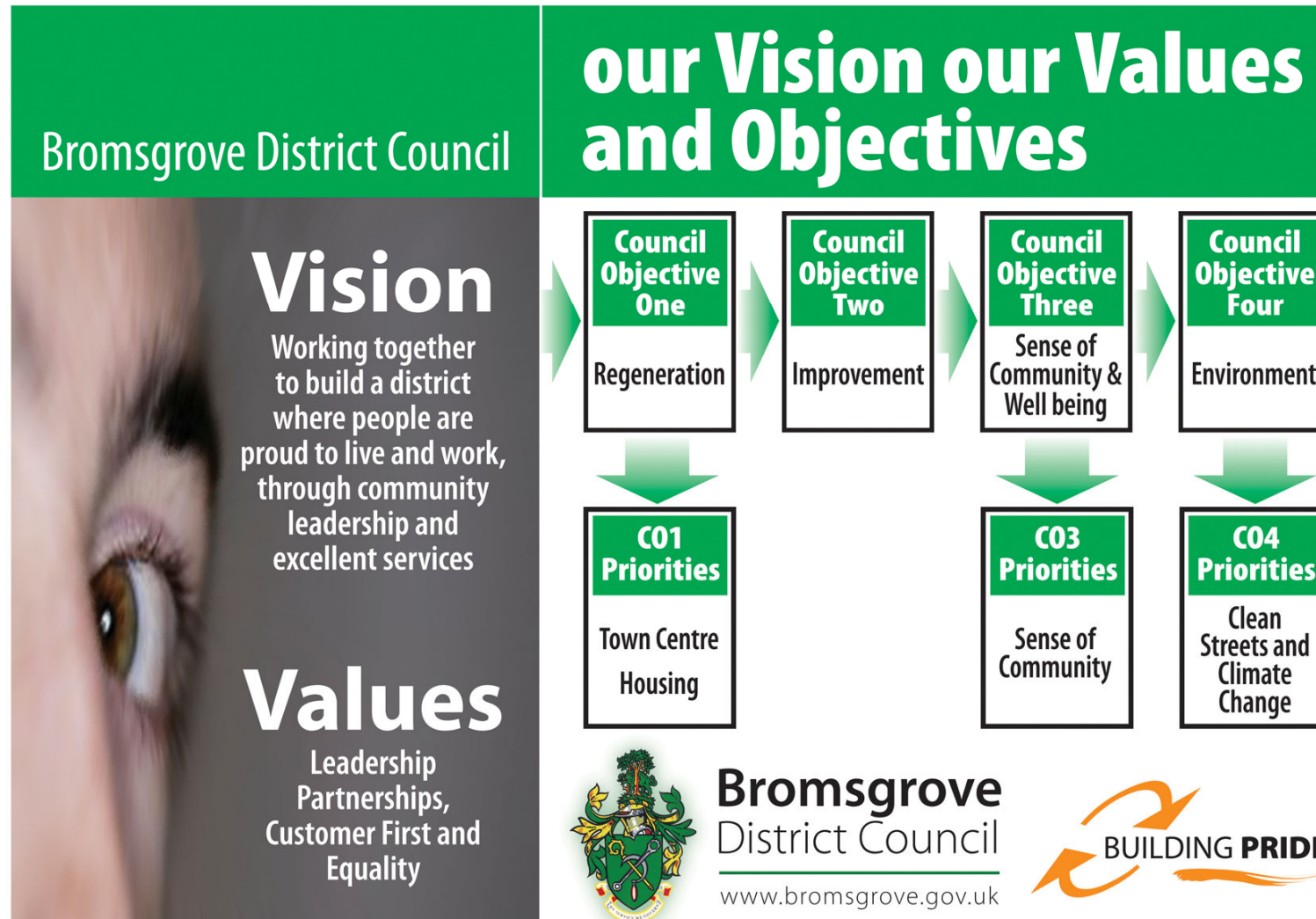
The Capital Strategy for the Council is subject to an annual review to ensure that it reflects the Council's priorities and corporate objectives and contributes to the Sustainable Community Strategy.

The new Prudential Code system for control of local authority capital expenditure has been in place since 1st April 2004 which opens up opportunities for borrowing capital resources to finance capital projects provided the criteria of being affordable, prudent and sustainable is clearly met. In accordance with this development, the Council will be financing some capital expenditure from borrowing in 2010/11 to ensure it continues to deliver its priorities and objectives, and will therefore no longer be a debt free local authority.

The Capital Strategy is a corporate document, owned by both Members and officers, and reflects and supports the wider community and partnership role. It is one part of the bigger corporate management and governance picture and will adapt as the Council evolves.

Jayne Pickering
Head of Financial Services
Bromsgrove District Council
The Council House
Burcot Lane
Bromsgrove
Worcestershire
B60 1AA

COUNCIL VISION VALUES OBJECTIVES & PRIORITIES



APPENDIX 2

PROJECTED USE OF CAPITAL RESOURCES

Capital Resource	Balance Available 01/04/08	ADD Estimated Receipts in 2008/09	LESS Revised Budget & Additions & Savings 2008/09	Estimated Balance at 31/03/09	ADD Estimated Receipts in 2009/10	LESS Original Budget 2009/10	Estimated Balance at 31/03/10	ADD Estimated Receipts in 2010/11	LESS Revised Estimate for 2010/11	Estimated Balance at 31/03/11	ADD Estimated Receipts in 2011/12	LESS Revised Estimate for 2011/12	Estimated Balance at 31/03/12
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
All Capital Receipts (Including Low-Cost & Poolable Housing Ring Fenced)	11.700	0.244	8.544	3.400	0.100	2.514	0.986	0.100	1.851	-0.765	0.100	1.200	-1.865
Section 106 Funds	0.698		0.283	0.415		0.360	0.055			0.055			0.055
Government Grants - IEG	0.00			0.00			0.000			0.000			0.000
Government Grants - SCG (DFG's)	0.045	0.310	0.310	0.045	0.310	0.310	0.045	0.310	0.310	0.045	0.310	0.310	0.045
Government Grants - Liveability	0.205			0.205		0.205	0.000			0.000			0.000
Government Grants - Regional Housing Pot	0.226		0.179	0.047			0.047			0.047			0.047
Other Government Grants & Contributions	0.062			0.062			0.062			0.062			0.062
BIG Lottery Childrens Programme	0.00	0.200	0.200	0.00			0.000			0.000			0.000
	12.936	0.754	9.516	4.174	0.410	3.389	1.195	0.410	2.161	-0.556	0.410	1.510	-1.656

Service Area	Description of Bid	2009/10 £'000	2010/11 £'000	2011/12 £'000	Commentary	Funding
Legal & Democratic	Remedial Work to Council Buildings following Stock Condition Surveys	50	50		To deliver the planned programme of maintenance required for the Council buildings as identified via external assessments	Capital Receipts/Prudential Borrowing
Planning & Environment	Discretionary Home Repair Assistance & Housing Renewal Grants (Private Sector Only)	100	100	63	Home Repair & maintenance assistance grants	Capital Receipts/Prudential Borrowing & Gov Grants £63k pa
Planning and Environment	Grants to Principal Preferred Partners (BDHT/ W Mercia) for the development of affordable housing in the district.	700			Grants to preferred partners to deliver affordable housing across the District - not delivered during 2008/09 due to issues with economy and development of housing property	Capital Receipts/Prudential Borrowing
Planning & Environment	Town Centre Development	100	100		Improvements and redevelopment of Town Centre	Capital Receipts/Prudential Borrowing
Planning & Environment	Mandatory Disabled Facilities Grants (DFG's) - Private & BDHT Grants	510	410	310	Mandatory Disabled facilities Grants	Government Grant & Capital Receipts/Prudential Borrowing
Street Scene & Community	Replacement of CCTV Equipment		79		Planned programme of replacement CCTV cameras	Capital Receipts/Prudential Borrowing
Street Scene & Community	Street Scene Depot Vehicle Replacement Programme (Commercial Services)	13			Maintain the planned programme of replacement vehicles for commercial services fleet	Capital Receipts/Prudential Borrowing

Service Area	Description of Bid	2009/10	2010/11	2011/12	Commentary	Funding
		£'000	£'000	£'000		
Street Scene & Community	Street Scene Depot Vehicle Replacement Programme (Grounds)	102	54		Maintain the planned programme of replacement vehicles for grounds maintenance fleet	Capital Receipts/Prudential Borrowing
Street Scene & Community	Street Scene Depot Vehicle Replacement Programme (Multi-lift Vehicle)	12			Maintain the planned programme of replacement vehicles for multi lift plant	Capital Receipts/Prudential Borrowing
Street Scene & Community	Street Scene Depot Vehicle Replacement Programme (Recycling)	13			Maintain the planned programme of replacement vehicles for recycling service	Capital Receipts/Prudential Borrowing
Street Scene & Community	Street Scene Depot Vehicle Replacement Programme (Refuse Collection)	273	14		Maintain the planned programme of replacement vehicles for refuse collection service	Capital Receipts/Prudential Borrowing
Street Scene & Community	Street Scene Depot Vehicle Replacement Programme (Street Cleaning)	146			Maintain the planned programme of replacement vehicles for street cleaning service	Capital Receipts/Prudential Borrowing
Street Scene & Community	New Toilet Block in Town Centre	174			Provision of refurbished town centre toilet to ensure DDA compliant. Not delivered in 2008/09 due to consultation being undertaken with users	Capital Receipts/Prudential Borrowing
Planning and Environment	Upgrading of Houndsfield Lane Caravan Park	204			Contribution toward seeking Government Grant for the refurbishment and extension of the Gypsy and Traveller caravan site at Wythall.	Capital Receipts / Prudential Borrowing
Street Scene and Community	New Park at Barnsley Hall (Part funded from Liveability Fund.)	215			To provision park/sports facilities at Barnsley Hall site - not delivered in 2008/09 due to awaiting outcome of PPCG 17 to identify areas of need	Capital Receipts & Liveability Fund

Service Area	Description of Bid	2009/10 £'000	2010/11 £'000	2011/12 £'000	Commentary	Funding
Policy & Performance	Community Transport	75			To provide 1 wheelchair adapted vehicle and related software and equipment to deliver community transport across the District.	Capital Receipts / Prudential Borrowing
Street Scene & Community	Spadesbourne Brook and cleansing of Water Courses	25			To purchase a vehicle to support the street scene department fulfill role of cleansing water courses	Capital Receipts / Prudential Borrowing
Street Scene & Community	Parks & cemeteries	45			To undertake works to comply with Health & Safety requirements to include changes to paths and access	Capital Receipts / Prudential Borrowing
Street Scene & Community	Lifeline kit replacement - PNC5	54			To purchase replacements lifeline computer system to deliver an enhanced system and generate additional income for the service	Capital Receipts / Prudential Borrowing
Street Scene & Community	Wheeled bins for co-mingled collections		473		Wheeled bins for the co-mingled collection service and will provide a third bin for properties that require a green waste collection. They will replace the existing red and blue boxes.	Capital Receipts / Prudential Borrowing
Street Scene & Community	Replacement for recycling vehicles		670		5 New Refuse collection vehicle to replace the existing fleet of recycling vehicles for the co-mingled collection service	Capital Receipts / Prudential Borrowing
Street Scene & Community	Street Scene Depot Vehicle Replacement Programme (Grounds)			17	To maintain the 10 year programme of replacement fleet within the Grounds Maintenance Services	Capital Receipts / Prudential Borrowing

Service Area	Description of Bid	2009/10 £'000	2010/11 £'000	2011/12 £'000	Commentary	Funding
Street Scene & Community	Street Scene Depot Vehicle Replacement Programme (Refuse Collection)			984	Replacement of remainder of refuse collection fleet	Capital Receipts / Prudential Borrowing
Street Scene & Community	Access Improvements to Allotment Sites	20			Access Improvements at Watt Close Allotment, Stourbridge Road Allotment and Roundhill Allotment Sites.	Capital Receipts / Prudential Borrowing
	SUPPORT SERVICES RECHARGES TO CAPITAL (To be recharged over all schemes in 2008/09, 2009/10 & 2010/11)	133	136	136	Support service recharge	Capital Receipts/Prudential Borrowing
TOTAL SCHEMES PROPOSED		3,389	2,161	1,510		

Funding:

Capital Receipts & Borrowing	2.514	1.851	1.200
Section 106 Receipts	0.360	0	0
Government Grants	0.515	0.310	0.310
Total	3.389	2.161	1.510



ASSET MANAGEMENT AND CAPITAL GROUP

Strategic Objectives and Group Responsibilities

1. STRATEGIC OBJECTIVES

To support the Council's Vision, Objectives and Priorities the group has been set the following as its strategic objectives for asset management:

- To ensure that the Council's asset portfolio support the delivery of its service and objectives.
- To meet the challenge of working in an environment of change.
- To ensure that all assets are demonstrably managed in the most economic, efficient and effective manner.

From these strategic objectives the asset management plan must ensure procedures are implemented and performance measures adopted such that all operational assets must be:

- In the right location to allow customers to access the service and staff to deliver it.
- In good condition to the extent that services can be provided from them in a comfortable environment for both staff and customers without interruption.
- Suitable and sufficient for the purpose for which they are being used in terms of size, type and layout of accommodation – including accessible to people with disabilities.
- Flexible to the extent that they can be adapted economically to adjust to changing services needs, including sharing with partners in service delivery.
- Able to demonstrate “value for money” in terms of balance between efficiency in operation, running costs and long term sustainability.
- Able to convey a positive image of the Council and for the service being provided.
- Able to contribute something positive to the immediate environment, particularly where there is a need for physical regeneration of the locality.
- Good examples of sustainable development if new or extensively refurbished.
- Maintained in such a way so as to minimize reactive maintenance by improving planned maintenance arrangements.
- Managed to mitigate their impact on and effect of climate change.

All non operational assets must be:

- Able to make the maximum contribution to service revenue budgets in terms of rental income; and / or
- Able to make a positive contribution to the social wellbeing of the community either through its presence as a heritage asset or through use by others such as voluntary groups, charity organizations or small businesses.
- Retained reasons of strategic importance, such as to influence the physical and economic regeneration of the District.

When assets are considered for acquisition it should be for the following reasons:

- They are able to contribute towards the provision of the Council's services.
- A strategic acquisition for redevelopment or tactical purposes.
- To facilitate economic development.
- To generate revenue income.

A cost benefit analysis and risk assessment will be prepared as part of the decision making process in connection with the acquisition of assets.

2. GROUP RESPONSIBILITIES

The Group is responsible for:

- The strategic management of the Council's assets.
- Ensuring that the Council's use and management of its corporate property assets is efficient and effective.
- Reviewing the Council Plan, Council Results, Community Strategy and other associated plans and strategies including service business plans with a view to identifying property implications including future service property requirements and aspirations.
- Considering the recommendations of service reviews and internal or external audits.
- Considering the responses of suitability surveys undertaken by the Facilities Manager.
- Considering responses to the consultations of stakeholders regarding the Asset Management Plan.
- Reviewing data gathered for property performance indicators and from benchmarking exercises and implementing actions required in order to improve performance as necessary.
- Monitoring the amount of surplus and unoccupied properties, unlet investment property and instigating any necessary action
- Considering asset related projects for inclusion in the capital programme.
- The quarterly review of the capital programme and associated financial management.
- Seeking and considering examples of best practice in asset management in the public and private sectors.

APPENDIX 4

- Ensuring that the requirements of service departments including housing, recreational, planning, or corporate needs, and in support of the delivery of those needs taking into account best value principles and corporate priorities.
- Meeting the corporate objectives of the Council insofar as the same are influenced by Asset Management.
- Reviewing land and property holdings to determine ways and means of achieving the Council's objectives through the sale, acquisition, or letting of land, as appropriate.
- To assess the Council's accommodation requirements, based on strategic aims, statutory service provision, Council objectives, and service delivery priorities
- To assess the extent, type, condition, accessibility, and performance of the existing asset portfolio to ensure that it is sufficient, suitable, and fit for purpose
- To ensure continual improvement in asset management, with the establishment of priorities for future investment.
- Considering alternative uses for land and property holdings, as appropriate.
- The maximisation of income from asset holdings.
- The application of robust procedures to the proposed acquisition of assets.
- The maximisation of returns from disposal of surplus assets.
- Updating annually the Asset Management Plan for submission to Corporate Management Team and Cabinet.

Day to day responsibility for property and property matters lies with the Facilities Manager, within Legal, Equalities and Democratic Services. The Facilities Manager is supported by specialist advice and support from Worcestershire County Council's Corporate Property Team through the provision of a Service Level Agreement. Whilst the overall strategic management of property and service delivery is determined corporately through this group, service-specific responsibilities lie with individual Heads of Service / service managers of particular departments as follows:

Head of Street Scene & Community Services

- Council's Depot
- Public Conveniences
- Car Parks
- Parks & Open Spaces
- Cemeteries
- Tourist Information Centre
- Sports Centres & Pitches

Economic Development Manager

- Market Hall
- Other Town Centre Issues

Facilities Manager

- Industrial Units located on Sherwood Road Industrial Estate
- Amphlett Hall
- Spadesbourne Suite
- Council House

DEPARTMENTAL CAPITAL INVESTMENT OBJECTIVES

Planning and Environment Services

The Planning and Environment Services Department comprises the regulatory services of Development Control (and enforcement), Strategic Planning including the Local Development Framework, Trees and Conservation, Building Control, Environmental Health Commercial and Pollution, Licensing, Economic Development Administrative support services and also the Council's Strategic Housing and Enabling role.

Planning

The department has been very successful in the previous years in obtaining Government funds under the Planning Delivery Grant after meeting performance targets on the processing of planning applications, and for planning policy work. This funding has been used for both capital and revenue purposes. Capital schemes have included equipment for producing digital maps and the acceptance of electronic plans which are requirements under e-Government, and presentational equipment in the Council Chamber.

A number of new capital schemes are required but they have not been progressed because they do not meet the Council's current capital priorities.

Environment Services

There are currently no requirements for capital schemes.

Housing

In 2004, housing in Bromsgrove took a major step forward in transferring its Council housing stock to a newly created, non profit making housing association, Bromsgrove District Housing Trust (BDHT). The Large Scale Voluntary Transfer of stock provided an opportunity to enable significant service improvements for tenants and additional funding to achieve the Decent Homes Standards for which a programme of delivery is well under way.

Successful completion of the transfer enabled the Council to focus its full attention on its strategic housing role, to ensure that those in need have an opportunity to access good quality, affordable housing in a safe environment.

In developing our housing strategy, the Council involves our local community, partners and other agencies in developing the local priorities that link to regional and national priorities. The Council recognise that it cannot 'deliver the goods' in isolation and that partnership working is crucial to our success.

The Council has arrived at four key housing priorities that have been ranked in the order identified from our consultation process and are focused on balancing the housing market, meeting housing needs and help to contribute to improving the social and economic infrastructure of the District.

The four housing priorities are:-

- **Priority 1 – Addressing the Shortage of Affordable Housing**
 - Focusing on achieving a well balanced housing market and a consistent and appropriate supply of affordable housing to meet urban and rural needs, making best use of planning powers and the resources available
- **Priority 2 – Improving the Quality and Availability of Private Sector Housing**
 - To achieve sustained decent housing conditions, a strong, well managed private rented sector, improved energy efficiency of domestic homes and increased availability and accessibility of privately rented accommodation offering people more choice.
- **Priority 3 – Addressing Homelessness**
 - Promoting a continued co-ordinated approach to the ongoing provision of early intervention preventative and support services for the homeless and an improved supply of permanent accommodation to reduce the use of temporary accommodation. Increased access to privately rented housing for the homeless is targeted to help achieve this and to maintain our minimal use of Bed & Breakfast accommodation.
- **Priority 4 – Assisting Vulnerable Groups to Live Independently**
 - Aimed at enabling people who are vulnerable through age, disability or life experience to live independently, within the community. Promotion of healthy, safe and independent living through improved housing conditions, home safety & security checks and by creating the right environment through improvements and adaptations and linked action to enable older people to be discharged from hospital more rapidly through more efficient home adaptation.

The Council's housing strategy embraces planning and delivering homes for the whole community through strong partnership working in assessing needs, integrating housing with economic development, building relationships with providers and further engaging the local community in plans for new development. Key elements include a well managed private rented sector which is a fundamental part of meeting housing needs, the enforcement of standards in housing, in particular houses in multiple occupation, and support and encouragement to private landlords in increasing the supply and choice in housing.

Implementation of the strategy has been strengthened through the review of the Registered Social Landlords (RSLs) with whom the council works and the formalisation of a Preferred RSL Partnership within which BDHT/West Mercia are identified as the Councils Principal RSL partners.

APPENDIX 5

The Council was awarded Government Grant of £217k for the financial year 2006/07 and £162k for 2007/08 from the Regional Housing Capital Pot under the 'safety net' arrangements for use on a range of schemes that support Private sector Housing improvements, energy efficiency work and affordable housing schemes.

The Capital Programme for 2009 to 2012, and the current financial year 2009/10, includes various new housing schemes totalling some £0.5m, and the completion of several schemes commenced in 2007/08, funded from Section 106 Planning agreement resources, general capital receipts and 'ring fenced' housing capital receipts, consisting of:-

- Retained Housing (Houndsfield Lane Caravan Site);
- Homeless Hostels Re-modelling schemes) (completion of 2007/08 scheme);
- Affordable Housing Schemes (Grant funding of schemes);
- Extra Care Sheltered Housing (Gilbert Court) (completion of 2007/08 scheme).

The Capital Programme also includes the following grants which are financed by a combination of Government grants and general capital receipts:-

- Mandatory Disabled Facilities Grants (DFG's);
- Discretionary Home Repair Assistance & Housing Renewal Grants.

See the Capital Programme shown at **Appendix 3**.

Future Housing Investment

Following the sale of the housing stock and having transferred most of its diminishing land holdings to Registered Social Landlord's (RSL's) for the development of affordable housing, the Council is faced with a prospect of considerably reduced capital receipts in future years.

The Council's planning moratoria for private development and its policy of favouring 'on site' provision' in preference to accepting commuted sums indicate that future capital receipts from Section 106 Planning agreements, which has been utilised to finance affordable housing schemes, is likely to decline.

There is an ongoing increase in demand for assistance through Disabled Facilities Grants which is partly financed by Government grants and the Council is therefore investigating schemes that in time become self funding or that explore new sources of financing. The Council has increased capital resources for the allocation of discretionary private sector housing renewal grants and has developed a repayment condition to these grants linked to fluctuations in property values, which will enable an element of future recycling of the investment.

The Council has reviewed its investment priorities and continues to fund a Housing Capital Programme that includes a programme of allocating development grant to enable RSL's to provide affordable housing across the range of tenures (rented, shared ownership and low cost housing). The programme reflects the identified

APPENDIX 5

housing needs of the district which indicates that up to one third of housing need can be met through intermediate housing options.

In addition to the use of Section 106 commuted sums, the Council has made a longer term partnership commitment with BDHT to invest one million pounds of its capital receipts into social housing through the joint funding of an extra care housing scheme in Bromsgrove.

The BDHT / West Mercia partnership works closely with the Council upon the development of affordable housing and assists with schemes such as the replacement of hostel accommodation with higher quality self contained dwellings from their housing stock for use by homeless people.

This financial strategy has the benefit of impacting upon all four of the Councils housing priorities:

➤ **Priority 1 – Affordable Housing**

- By potentially releasing the hostel sites as assets for sale or re investment in the provision of additional affordable housing;
- By potentially releasing four sites on which additional affordable housing could be built;
- By contributing funding towards the development of 27 additional dwellings within the proposed Extra Care Housing Scheme;
- By enabling move on from under occupied family dwellings.

➤ **Priority 2 – Private Housing**

- By enabling low cost and shared ownership housing options to be provided within the proposed Extra Care Scheme.

➤ **Priority 3 – Homelessness**

- By enabling the phased replacement of hostel accommodation for the homeless with self contained dwellings of a higher standard dispersed in the community.

➤ **Priority 4 – By assisting Vulnerable groups to live independently**

- By joint funding the provision of 27 additional units of extra care housing and enabling the re-modelling of 65 existing dwellings to the higher extra care standard.

Recycling of Capital Grants

The Council intend to recycle our grant following the same model as the Housing Corporation's proposed operation of recycled capital grant. So where the Council assists an RSL with grant towards affordable housing development, it is made a condition that a proportion of any future capital receipt from the sale of a property, or

'staircasing' to a greater proportion of ownership, is recovered by the authority for re-investment in affordable housing.

Street Scene and Community Services

Community Services

Sport and active recreation have long been recognised as an important part of modern life, which can provide a contribution to healthy communities, building safe, strong & sustainable communities, economic vitality & workforce development and meeting the needs of children & young people.

Sport, active recreation and art are a major influence on people's lives in terms of what they watch, their lifestyle choices and even what they wear. It impacts on virtually every level of our local community and plays a vital role in defining the life/identity of local residents.

Community Services currently provides/operates the following services for local residents, the Dolphin centre, Haybridge sports centre, Spadesbourne suite, sports & art development, parks, play areas, open spaces, fairs, cemeteries, tourist information centre, CCTV, Lifeline and the management of the Community Safety Partnership.

As part of the corporate improvement plan a large number of changes have occurred within the Council to allow it to deliver its corporate objective and priorities.

The community safety, sports & arts development teams will be focusing on the Council's values of Leadership and Partnership working by endeavouring to enhance their current work and by responding the needs of the community. The sports, parks & events teams will be focusing their attention on the value of Equality and be looking to expand the number of community events/activities we directly deliver or facilitate across the district for all local residents.

The aim of the Council is to ensure that there is a suitable mix of cultural and leisure activities and opportunities which are accessible to all sections of the community including arts, parks and open spaces, play areas, and sports facilities and opportunities.

Service Aims

Community Services – Are committed to providing high quality, cost effective and efficient services which meet the needs of the community and contribute to the delivery of the Council Plan, and its objectives and priorities.

These values are supported by the individual services areas vision statement as follows:

Sports Services - To provide high quality sport and active recreation opportunities throughout the District that are accessible to everyone by removing social and financial barriers to participation, promoting continuous improvement, originality and excellence in all that we do.

Parks and Community Services - To provide a diverse range of parks, open spaces, play and community events that meet the needs of the local residents and promote a sense of community & well being.

Community Safety - To make the community feel safe, help the vulnerable & those at risk by working with and influencing partner organisations to meet the aims of the Community Safety Partnership and Bromsgrove District Council.

We are committed to promoting and developing equality and diversity, both within our work programmes and in our work with partner organisations.

To achieve equality and diversity we need to:

- Take account of the needs of different groups or communities within any given priority group;
- Adopt the recommended practices of equal opportunities and managing diversity;
- Address issues of fairness in the workplace and the way in which services are allocated and delivered;
- Acknowledge and respect diversity.

External Links - to establish and contribute to partnerships including the Local Strategic Partnership, which can provide a contribution to:

- Improving the health of the local community;
- Build safe, strong & sustainable communities;
- Promote economic vitality & workforce development; and
- Meet the needs of children, young people & the vulnerable.

Raising the Profile - to promote Bromsgrove, the Council and Community services to everyone who lives, works, visits or attends school or college in the district by providing high quality services which meet the needs of local residents.

Objectives for 2009/10

As part of the corporate business planning and the service level team planning process a number of key deliverables for 2009 / 2010 including the following items that may impact upon future capital programmes: -

- Increase participation in sport, leisure, active recreation & culture activities;
- Review the current events/activity programmes operated by the service and look to expand the range of events in line with the Council Plan;
- Ensure that the sports centres transfer is undertaken and that the trust that is established effective and efficient.
- Develop a sports strategy for Bromsgrove in consultation with partners.
- Address anti-social behaviour and fear of crime with in the district.
- Prepare a response to the PPG17 audit of the District.

The capital programme for 2009 – 2012 contains a number of key projects for Community Services including:-

- Enhancement of a number of children's play areas across the district;
- Provision of a new sports facilities/pitches across the district;
- Improvements to the Council allotment provision.

Future years schemes are likely to include: -

- Additional sport facilities with in the District;
- Additional/replacement play facilities across the District

Community Safety

Community Safety is part of Community Services Department and Its main focus is via Bromsgrove Community Safety Partnership which was formed in 1998 as a result of the Crime and Disorder Act of 1998. It has a statutory duty to improve community safety in Bromsgrove District.

The Partnership works through a three year strategy, the current one of which runs from April 2005 to March 2008. It is made up of statutory partners:-

- West Mercia Police;
- Fire & Rescue Service;
- Redditch & Bromsgrove Primary Care Trust;
- Worcestershire County Council; and
- Bromsgrove District Council;
- Other partners including representatives from the Voluntary Sector and BEM Group.

Community Safety capital schemes are mainly for the provision/replacement of Closed Circuit Television systems (CCTV) for which the Council has received Government Home Office capital grants in previous years. Schemes recently

APPENDIX 5

completed include CCTV systems at Wythall and Alvechurch railway stations, with additional funding from Central Trains, Hagley Playing Fields, with additional funding from Hagley Parish Council and Wythall and Drakes Cross scheme funded from the Council's capital resources.

There are currently five priorities for action in the current three year Strategy:-

- Reducing comparator crime in seven key areas by 17.5% during next three years;
- Reduce the Fear of Crime and Anti Social Behaviour to ensure Bromsgrove is safe place to live and work;
- Achieve Cleaner, Greener and Safer Public Spaces;
- Reduce the harm of Drugs & Alcohol;
- Realise the potential of our Young People.

Street Scene

The department delivers the following services to a population of 91,600 people and 37,647 households (Council Tax Register) within Bromsgrove:-

- Refuse collection;
- Recycling collections;
- Bulky Waste service;
- Trade Waste service;
- Street Cleansing;
- Abandoned vehicles;
- Fly-tipping;
- Cesspool emptying service;
- Highways and general works team;
- Grounds Maintenance;
- Fleet Management;
- Garage services;
- Waste policy and promotions;
- Business Support unit;
- Parking Operations;
- Transportation issues;
- Street furniture and Naming;
- Land Drainage/watercourses; and
- Concessionary Fares.

Approx 140 employees are employed by the Department to deliver a minimum of 7 million customer interactions per year through the above services.

The Depot has suffered over the last 10 years from significant underinvestment. The Council has however invested heavily in its refuse and recycling fleet financed mainly through Government grant funding, and within the last year its street

APPENDIX 5

cleansing fleet. Operational practices have now been reviewed and in general are improving against progressive and high performing Council.

A capital programme for the Depot has been developed which will ensure that there are sufficient funds for vehicle replacements in future year. A well-managed fleet is fundamental to the delivery of effective services.

Whilst the life expectancy of the fleet is known at the time of purchase the Council has failed in the past to schedule a robust renewals programme. The proposed Capital Programme however now introduces a schedule of vehicle replacement over a 10 year period which will ensure that the department does not deteriorate into a situation where vehicles become dilapidated shabby and reflecting a poor Council image. This failing of earlier years has been recognised and a new approach has been adopted.

Resources

Support Services

The Council's support services comprise the following departments:-

- E-Government & Customer Services;
- Legal, Equalities & Democratic Services;
- Financial Services.
- Human Resources & Organisational Development;

Over the last 5 years a number of capital schemes have been approved to meet improvements in the delivery of ICT, legal services and financial management.

This has included ICT infrastructure, cleansing of data, legal case management system and Purchase Order Processing system. It is anticipated that funding over the next 3 years will be allocated to the delivery of front line priority services, not support services.

For 2009 - 2012 the Council has approved the high priority schemes only.

Project Management Framework Templates

Project Initiation Document

Prepared by

Date

Article I. Purpose

The purpose of the Project Initiation Document (PID) is to seek approval from XXXXXX for the development of a (name of project) solution for the council. If the PID is approved the project will progress to the next stage of developing a business case for the recommended option, including a detailed financial appraisal and requirements gathering.

Article II. Background

Reason for this project. Council requirements. Meeting Council aims etc. (Brief)

Section 2.01 Definition

What the project is. What it will deliver (Brief)

Section 2.02 Current position

Investigation of the current position has found (Summary and Bullet points)

The deficiencies are (Summary and Bullet Points):

The consequent risks arising from these deficiencies are (Summary and Bullet Points):

Article III. Proposal

This PID considers (number of) options:

List option 1 – (one line description only)

List option 2 – (one line description only)

Option (x) is recommended – (One line description).

Section 3.01 Support for the proposal

The key drivers in developing this recommendation are

Driver	Consideration

Section 3.02 Overview of the proposal

- Brief details with no more than 4 bullet points

Section 3.03 Costs

Brief details (very summarised) of each options costs (possibly estimated costs)

Bromsgrove District Council

<Service Area Name>

BUSINESS CASE

<Name of project>

Department
Head of Service
Authors:
Document Ref:
Document Version Number:

Contents

1	Business Case History	53
1.1	Version History	53
1.2	Distribution	53
1.3	Approvals	53
2	Business Case.....	54
2.1	Executive Summary.....	54
2.2	Purpose of Document.....	55
2.3	Solution Objectives.....	55
2.4	Solution Scope	56
2.5	Findings from the Investigation.....	57
2.6	Options for the Defined Method of Approach	58
2.7	Solution Benefits and Costs	60
2.8	Key Milestones	61
2.9	Solution Organisation and Structure.....	61
2.10	Risks and Resourcing.....	62
3	Communication Plan	63
3.1	Purpose of Section	63
3.2	Communication Processes and Consultation	63
4	Quality Plan	64
4.1	Purpose of Section	64
4.2	Customers Quality Expectations.....	64
4.3	Acceptance Criteria	64
4.4	Quality Responsibilities	64
4.5	Standards	64
A	Abbreviations.....	66

Article IV. Business Case History

Section 4.01 Version History

Version no.	Date issued	Summary of Changes

Section 4.02 Distribution

This document has been distributed to:

Version no.	Name(s)	Role within the project

Section 4.03 Approvals

This document requires the following approvals:

Name	Signature	Title	Date
		Project Sponsor	
		Head of Service	

Finance sign-off levels:

- A member of Finance for business cases with specified costs up to £9,999
- Head of Finance for business cases with specified costs £10,000 – £29,999
- Director of Resources for business cases with specified costs £30,000 and above

Article V. Business Case

Section 5.01 Executive Summary

This should be a summary of the complete business case with:

- a laypersons explanation of the desired project
- a summary of the research findings to justify the suggested solution
- a summary of the key objectives
- a summary of how this meets council priorities
- a clear statement of the financial costs and the return on investment expected

This document focuses on the modernisation of the systems within the (area) that are required to support new business processes and efficient working practices. This modernisation is key to fulfilling the Council's objective to -----, meet ----- commitments and improve customer service.

An investigation was carried out by ----- into the efficiency and effectiveness of the systems being used, and followed up with this detailed business case.

Describe the solution

-----.

The aim of this project is:

- To provide efficiency savings, expand capacity and reduce expenditure in the medium to long term
- Future proof the xxxxxxxx portfolio for xx years
- Provide a solution that is flexible to citizen requirements
- Maximise capacity through good use of systems and processes
- Improved communications across the authority
- Protect current and future revenue streams in xxxxxxxxxxxxxx portfolio
- To create a workplace of choice (nationally) within xxxxxxxxxxxxxx
- To be at the forefront of service delivery (nationally) to the citizen

It is estimated that the cost of a solution will be £xxxxxx initial capital investment and £xxxxxx per annum Revenue over xxx years.

Section 5.02 Purpose of Document

The purpose of this document is to:

- Define how the solution will support Bromsgrove’s business strategy, plans or programmes
- Outline the reasons why a solution is needed
- Provide outline costs and benefits for the various options
- To form the basis for agreeing whether a project to deliver the recommendation can commence

Section 5.03 Solution Objectives

The key aims of the solution are as follows:

-

These objectives are designed to

Section 5.04 Solution Scope

In line with the findings described in section 2.5 and based on discussions with key individuals about their vision, the following key deliverables for the solution are proposed:

- Implementation

Introduction of how findings were established and by whom. Please quote any supporting documentation and evidence of all points mentioned. Evidence should include dates, times, costs.

The options are defined below for proceeding with this solution in line with the objectives. These are defined with 3 possible approaches:

Please define at least three options you have considered using the layout below

(a) Option 1: xxxxxxxxxxxxxx

Introduction and summary of the solution.

The benefits of option 1 are summarised below:

- Do not

The drawbacks of option 1 are

- Working

The cost of option 1 will be £xxxxxx initial capital investment and £xxxxxx per annum Revenue over xxx years, and the annual benefits including risk mitigation are estimated to be £xxxxxx pa (cashable) and £xxxxxx pa (non-cashable), projecting a rate of return of £xxxxxx pa (cashable) and £xxxxxxpa (non cashable.)and includes the following:

1. Contract

(b) Option 2: xxxxxxxxxxxxxx

Introduction and summary of the solution.

The benefits of option 2 are summarised below:

- Do not

The drawbacks of option 1 are

- Working

The cost of option 2 will be £xxxxxx initial capital investment and £xxxxxx per annum Revenue over xxx years, and the annual benefits including risk mitigation are estimated to be £xxxxxx pa (cashable) and £xxxxxx pa (non-cashable), projecting a rate of return of £xxxxxx pa (cashable) and £xxxxxxpa (non cashable.)and includes the following:

2. Contract

(c) Option 3: xxxxxxxxxxxxxx

Introduction and summary of the solution.

The benefits of option 3 are summarised below:

- Do not

The drawbacks of option 3 are

- Working

The cost of option 3 will be £xxxxxx initial capital investment and £xxxxxx per annum Revenue over xxx years, and the annual benefits including risk mitigation are estimated to be £xxxxxx pa (cashable) and £xxxxxx pa (non-cashable), projecting a rate of return of £xxxxxx pa (cashable) and £xxxxxxpa (non cashable.)and includes the following:

3. Contract

(d) **Recommendation**

It is proposed that option xx is adopted where this work is carried out by xxxxxx and please describe the reasons why.

Subsequent sections describe the costs and benefits associated with the recommended option only.

Section 5.08 Key Milestones

The key milestones that the solution needs to achieve are as follows. The Project start and Finish dates are mandatory fields:

Milestone	Estimated Target Date
Project Start Date	
Project Finish Date	

Section 5.09 Solution Organisation and Structure

The Project Board will be structured as follows

• Solution Sponsor	Executive Director
• Senior User	Head of Service
• Senior Supplier	A member of ICT if technology is used or needed. A nominated person to act as the liaison with the external supplier
• Project Manager	Suitably qualified and/or experienced officer

Section 5.10 Risks

The key risks to implementation of the solution identified at this stage are as follows:

Risk and action	Gross Score	Mitigated Score
•		
•		
•		
•		
•		

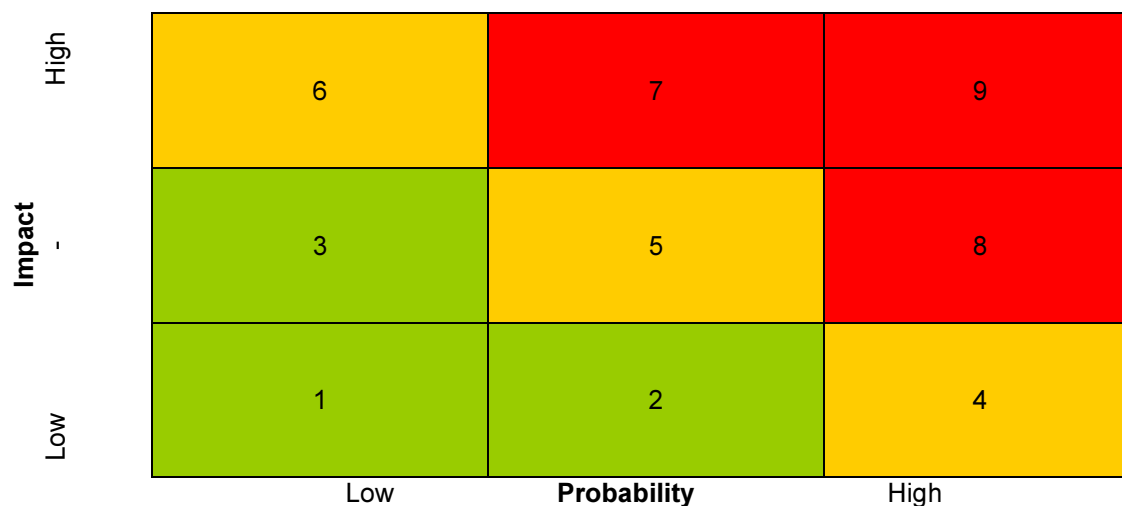
The risks are ranked in the order of how likely they are to occur, with the number reflecting the actual likelihood based on previous experience in similar projects. Action is proposed to mitigate the risk therefore decreasing the impact. The risks section should also include the potential impact of available resourcing on both the completion of the project and also upon achieving business as usual requirements.

Risk Scoring

The risks are ranked in the order of probability/impact of the risk occurring (gross score). Action is proposed to mitigate the risk therefore decreasing the overall score (1 – 9), giving the mitigated risk score.

Risk:

- The things that could stop objectives being achieved
- Measured in terms of Probability & Impact



Article VI. Communication Plan

Section 6.01 Purpose of Section

To define all parties with an interest in the solution and the means and frequency of communication between them and the solution.

Section 6.02 Communication Processes

The following procedures will be used to ensure effective communication between team members. For the purposes of this section, the core project team comprises

XXXXXXXXXXXXXXXXXXXXXXXXXXXX

XX.

- **Informal Consultation** - Informal communication, by telephone, email or in person, will be the principal means of dealing with day-to-day project issues which are recorded in an issue log maintained by the project manager. All significant decisions reached in this way will be brought forward to the weekly status meetings for review. All project-related emails between project team members are to be copied to the project manager.
- **Others Consulted** – The Project Manager will be responsible for ensuring that a documented record is kept of all parties consulted in key business areas that may be affected by the project.
- **Weekly Team Meeting** - The core project will meet weekly to review status and progress and to identify any issues which are impeding progress. Issues raised at the meeting may be solved on the spot, or be entered into an action item list managed by the project manager. Formal minutes of the weekly status meeting are kept by the project manager and distributed by email to core project team members and meeting attendees.
- **Action Item List** - the project manager manages The Action Item List. Resolution of the items will be recorded against the item so that decisions can be tracked. A copy of the currently active action items will be distributed weekly with the status meeting minutes.
- **Monthly/Quarterly Project Steering Committee/ Status Review Meeting** - This meeting will review the schedule, project progress, escalated items, programme level issues, change control notifications, , the budget, work planned, exceptions and the current Action Item List. Formal meeting minutes will be taken by the project manager and distributed to core project team members and all meeting attendees. Changes to the Action Item List or the Risk List will be captured directly in those lists.
- **Quarterly Report** – There will be a quarterly report prepared by the Project Manager to the Performance Management Committee.
- **NB** – meeting schedules may change according to the project requirements.

Article VII. Quality Plan

Section 7.01 Purpose of Section

The purpose of this section is to define the quality techniques and standards to be applied within the project and the various responsibilities for achieving the required quality levels.

Section 7.02 Customers Quality Expectations

Product quality requirements to be delivered by the solution include:

- xxxxxxxxxxxxxxxxxxxxxxxx
 - xxxxxxxxxxxxxxxxxxxxxxxx.
-

Section 7.03 Acceptance Criteria

(a) Project Management

- Deliver milestones on time
- Communicate effectively with the Team
- Creation and approval of Project Plan
- Updating the Project Plan

(b) Implementation (if applicable)

- Implement solution with little impact to users
- Provide substantial documentation, as well as administration and training

(c) Acceptance (if applicable)

The Acceptance Test will only pass if the test has received:

-
 -
-

Section 7.04 Quality Responsibilities

The project team will all contribute to ensure the solution's quality criteria are being met. The Project Manager will implement the following activities or processes to ensure quality standards are met.

- Facilitate weekly status meetings and distribute minutes
 - Follow up weekly on Project Schedule, Risk Table and Action Log
 - Create and distribute weekly status reports
 - Implement standard, weekly Risk Management reviews
 - Maintain weekly Action, Issues, Questions and Risk logs
 - Monitor issues for Change Management
 - Conduct Monthly Project Reviews and implement resulting action plans
 - Hold monthly Steering Committee meetings and carry out resulting action plans
-

Section 7.05 Standards

Corporate, departmental or industry standards that need to be applied to the project:

- Enable Bromsgrove to xxxxxxxxxxxxxxxxxxxxxxxx
 - xx
 - Comply with xxxxxxx standards (statutory)
 - Comply with Government xxxxxxx standards
-

Section 7.06 Project Closure and Lessons Learned

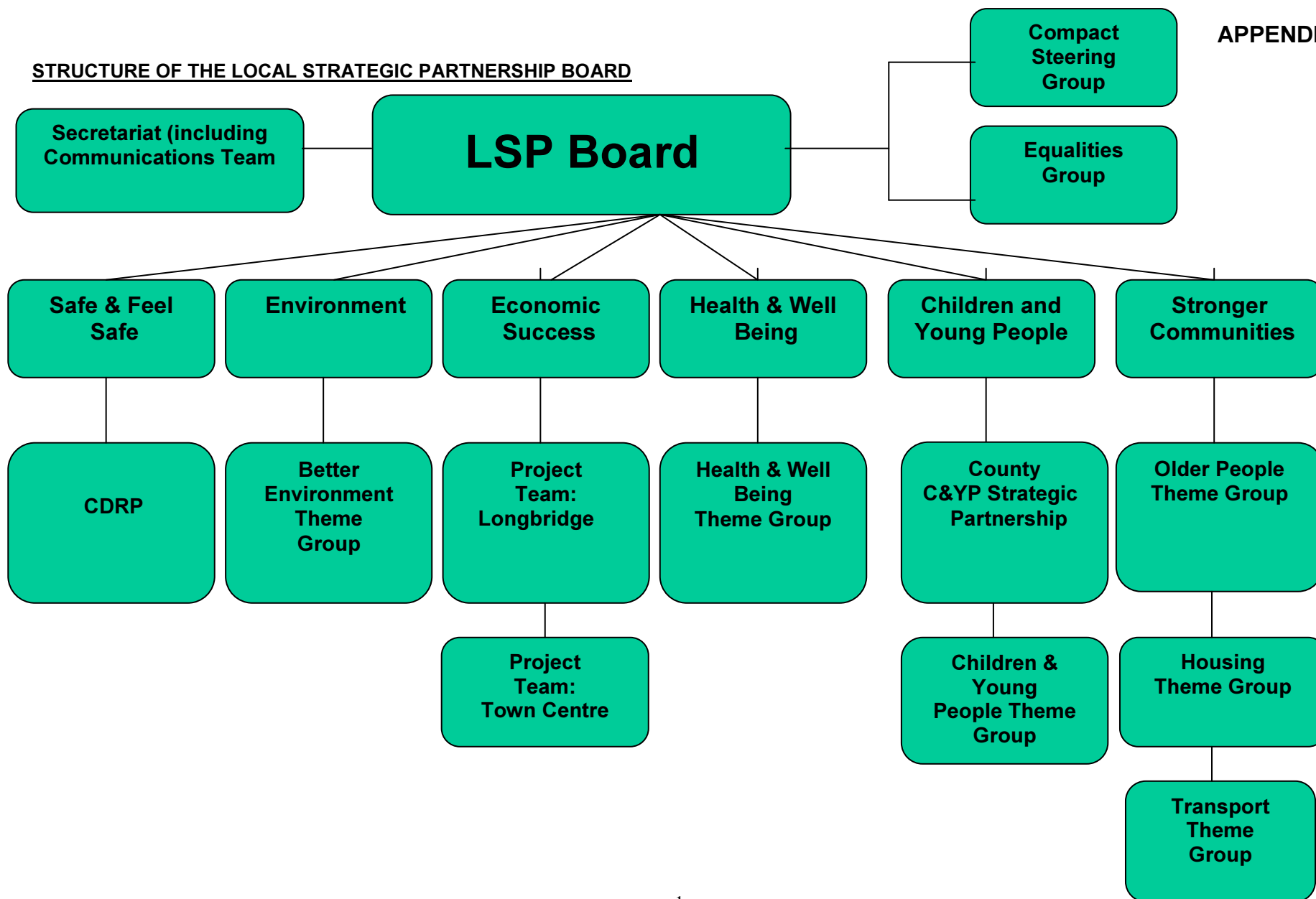
An integral part of the Project closure will be a Lessons Learned meeting and the production of a Lessons Learned report. The purpose of the report is to identify those lessons which could be applied to other programmes in the future in order to improve the programme management process. Areas to consider include:-

- What went well?
- What would you want to make sure you would do again next time?
- What went less well and why ?
- What would you do differently next time?
- Was there a clear definition of success?
- Was it achieved?
- How well were risks and issues managed?
- Did the programme team have the right skills in place?

Lessons learned participants will be asked to provide feedback for the report which will cover all areas of the project e.g.

- Overall project management
- Opening and closing events
- Funding approach
- Communications – internal and external
- Additional findings

STRUCTURE OF THE LOCAL STRATEGIC PARTNERSHIP BOARD



This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

CABINET

4TH MARCH 2009

DECEMBER (QUARTER 3) INTEGRATED FINANCE & PERFORMANCE REPORT

Responsible Portfolio Holder	Councillor Mike Webb Cabinet member for Performance Councillor Geoff Denaro Cabinet Member for Finance
Responsible Head of Service	Hugh Bennett Assistant Chief Executive Jayne Pickering, Head of Financial Services

1. SUMMARY

To report to Cabinet on the Council's performance and financial position at 31st December 2008 (period 9, quarter 3).

2. RECOMMENDATIONS

- 2.1 That Cabinet notes that 62% of PI's for which data is available are Improving or Stable.
- 2.2 That Cabinet notes that 79% of PI's for which data is available are achieving their Year to Date target.
- 2.3 That Cabinet notes that 87% of PI's for which data is available are predicted to meet their target at year end.
- 2.4 That Cabinet notes the successes and areas for potential concern as set out in the 'Council summary' below.
- 2.5 That in future Appendix 4 (detailed sickness information) is not included with the Performance report. Instead a separate, detailed, report on sickness absence should be submitted to the same meetings as the performance report. This will raise and maintain the profile of sickness absence that the topic deserves, given the current levels of absence.
- 2.6 That Cabinet recommends to Council the approval of the additions to the Capital Programme in 2008/09 of £135k as included in this report

- 2.7 That Cabinet note the estimated requirement of £150k from balances to fund the projected overspend in relation to the Museum (£46k) and Haybridge (£104k). The exact figure will be formally requested as part of the final outturn report.
- 2.8 That Cabinet approves the budget virements listed in appendix 5

3. **BACKGROUND**

- 3.1 This is the third integrated quarterly finance and performance report for 2008/09. In the first report the performance element was revised to reflect the introduction of the new 'National Indicator' set which replaced the former Best Value Performance Indicator set on 1st April.

4. **PROGRESS IN THE QUARTER**

- 4.1 An integrated performance and finance report for each department, plus a council summary, is shown on the following pages

4.1.1 Overall Council Summary	Quarter 3 (Dec 31st) 2008/09
--------------------------------------	--

Performance Summary

No. of PI's improving (I)	13	No. of PI's meeting YTD target	21	No. of PI's where est. outturn projected to meet target	26
No. of PI's Stable (S)	8	No. of PI's missing YTD target by < 10%	5	No. of PI's projected to miss target by < 10%	
No. of PI's worsening (W)	13	No. of PI's missing YTD target by >10%	2	No. of PI's projected to miss target by >10%	4

Achievements

In the main, performance overall continues to hold or improve, key achievements in the quarter being the sustained improvement in the Customer Service Centre and also significant improvement in the processing time for category 1 and 2 disabled facilities grants.

Issues

One PI has missed its year end target by more than 10% - attendance at the annual bonfire, adverse weather on the evening being the key reason. Three other PI's are now projected to miss their year end target by more than 10% - Sickness Absence, Time to process benefit claims and Domestic Burglaries. Dealing with the latter is primarily within the remit of the Police although the Council supports them through the CDRP.

A performance clinic has been held to look at sickness absence, a second is planned imminently to develop a plan to tackle management of sickness absence. This has also been discussed with the trade unions. Whilst no formal proposal to change the current

sickness scheme provisions has been tabled, the informal view of Unison (the other two unions were not present at the meeting) was sought on this and they confirmed that such a proposal would need to be referred to their national officers, and that they in turn would almost certainly reject such a proposal if it were to be forthcoming.

Regarding time taken to process benefit claims, calculation of this PI has been problematic as the DWP have not yet provided figures back to Councils. It is not possible to replicate the DWP calculation so an estimate has to be made. The newly appointed benefits manager started in January and has introduced a better estimation formula which gives a more accurate, but worse, estimate. Planned actions in February are to review cases which have a long duration, as there are a relatively small number of these which are having a significant adverse effect on overall figures. It is possible that some of these may have incorrect dates, in which case the figures will improve. It is also planned to put procedures in place to ensure that case which are not completed quickly are escalated for management attention. The implementation of VRA at the end of January should also have a significant beneficial impact on performance once the system has bedded down. While these improvements should result in considerably improved figures during 2009/10 they will not have a significant impact on the cumulative results for 2008/09 as we are nearly at the end of the year

Revenue Budget summary – Overall Council

Service Head	Revised Budget £'000	Profiled Budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Corporate Services	883	836	844	8	872	-11
E-Government & Customer Services	68	1,174	1,065	-109	-9	-77
Financial Services	1,569	913	793	-120	1,587	18
Legal, Equalities & Democratic Services	929	1,272	1,194	-78	924	-5
Human Resources & Organisational Development	94	414	418	4	176	82
Planning & Environment Services	5,520	1,375	1,240	-135	5,573	53
Street Scene & Community	8,221	3,449	3,552	103	8,536	315
SERVICE TOTAL	17,284	9,433	9,106	-327	17,659	375
Interest on Investments	-408	-326	-1,089	-763	-1,105	-697

COUNCIL SUMMARY	16,876	9,107	8,017	-1,090	16,554	-322
Financial Commentary						
<p>The projected outturn shows the major pressures arise mainly in Street Scene and Community. This is due in part to the delay in the transfer of the sports centres to the Leisure Trust together with a projected shortfall on car parking income and increased costs relating to the improved travel concessions scheme. Further information relating to current year pressures may be found in the Street Scene and Community tables.</p> <p>Ongoing pressures relating to car park income and travel concessions were considered as part of the Medium Term Financial plan approved by Council in January 2009.</p> <p>The current projected outturn for net cost of services is anticipated to be an over spend of £374k. This will be offset by the additional income generated from investments of £697k. This is presented later in this report and is mainly due to the rescheduling of the capital programme resulting in more funds available for investment together with the external management of a proportion of our funds that has created capital increase over the period. The revised net position would be an under spend of £322k.</p>						

Capital Budget summary April-December 2008

Department	Revised Budget £'000	Actual spend YTD £'000	Projected outturn £'000	Projected variance £'000
Corporate Services	0	0	0	0
E-Government & Customer Services	4,813	4,515	4,813	0
Financial Services	34	14	34	0
Legal, Equality & Democratic Services	120	14	120	0
Planning & Environment (inc Housing)	2,245	1,396	2,219	(26)
Street Scene and Community	2,105	865	2,092	(13)

Budget for Support Services Recharges	0	0	0	0
TOTAL	9,317	6,804	9,278	(39)

Financial Commentary

The revised Capital Programme as approved in September reflects a more accurate profile of the Councils capital spend over the first half year. The Spatial project is now in its final stages with the majority of the expenditure met in November 08, with the final invoice due in February 2009. The Asset Management Group monitor the Capital Programme on a monthly basis together with HOS and service accountants to ensure the projects are delivered on time and within budget.

There are a couple of issues that require addressing in relation to the Capital Programme.

- During the revision of the Capital Programme as approved by Council in September there were 2 schemes within housing that had been deferred in order to review the project allocation in more detail. This has now been undertaken and following the approval of the foyer scheme the £77k contribution from the Council is required to be released from capital receipts. The £67k that was deferred in relation to the hostel remodelling has been revised and a reduced contribution is required of £58k from capital receipts.

4.1.2 Street Scene & Community	Quarter 3 (Dec 31st) 2008/09
---	--

Performance Summary

No. of PI's improving (I)	4	No. of PI's meeting YTD target	13	No. of PI's where est. outturn projected to meet target	14
No. of PI's Stable (S)	4	No. of PI's missing YTD target by < 10%	1	No. of PI's projected to miss target by < 10%	
No. of PI's worsening (W)	7	No. of PI's missing YTD target by >10%	1	No. of PI's projected to miss target by >10%	1

Achievements

- A mop up crew is now employed late on Friday afternoons to ensure that all service requests or missed bins are dealt with by the end of the week. Staff have been working on this proposal for some time and have been operating this system for a few months with no additional revenue cost.
- Depot managers have reduced the number of recycling crews from seven down to six on alternate weeks in an effort to reduce the current overspend. This will not impact on the service to the residents.

Issues

- Continuing unreliability of vehicles is having an impact on budgets and staff morale. Replacement vehicles are on order which will ease the situation.

Revenue Budget summary – Street Scene & Community

Service Head	Revised Budget £'000	Profiled Budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Community Safety	713	420	420	0	691	-22
Parks & Recreation	664	178	172	-6	677	13
Promotions	375	198	263	65	416	41
Sports Centres	721	351	375	24	809	88
Sports Development	572	118	96	-22	553	-19
Streets & Grounds	2,315	850	851	1	2,298	-17
Car Parks	-786	-756	-748	8	-684	102
Depot Misc	-16	450	299	-151	-173	-157
SS&C Mgt/admin	0	288	331	43	57	57
Transport & Waste	3,227	1,028	1,161	133	3,360	133
Travel Concessions	436	324	328	4	521	85

Waste Policy	0	0	3	3	11	11
TOTAL	8,221	3,449	3,551	102	8,536	315

Financial Commentary

- Community Safety projected overspend relates to an expected increase in equipment maintenance costs; these are slightly offset by an expected increase in income. There are also reduced staffing costs due to post movements.
- The projected overspend for Parks and Open Spaces are due to additional staffing costs required to meet the operational needs of the service. These costs relate to the service restructure and enhancement plans which will realise savings/enhanced services as from April 2009.
- Projected overspend on Promotions relates to the poor attendance of the Civic Bonfire, additional arts marketing and redundancy costs for the Museum. A report concerning the future operation of the TIC will be presented for consideration at the March Cabinet meeting.
- Sports Centres projected overspend relates to non achievement of the savings as a result of the aborted Trust transfer and redundancy costs for Haybridge. Members will be aware that officers have now realigned the services at the Dolphin Centre to realise the financial savings required and commence the withdrawal of service at Haybridge.
- Sports Development projected under spend relates to the new Sports Development Offices being in post for only 10 months in this financial year and better than expected income.
- The short fall in Highways income is due to Worcestershire staff no longer using the Burcot Room.
- Increased hire costs – two vehicles have been permanently hired during recent months due to the continuing unreliability of the side arm vehicles. Members have already agreed a replacement programme for refuse vehicles and new vehicles are anticipated in April 2009. When breakdowns have caused delays, an additional round has been utilised to empty all the bulk bins servicing the flats.
- Increased use of diesel – Due to vehicle breakdowns an increasing number of vehicles are being diverted to Redditch or Pershore to unload. This is because the Bromsgrove transfer station cannot accept waste other than in containers.
- Increased Agency costs are due to an increase in sickness levels particularly long term sickness. Posts have to be replaced with agency staff. Regular sickness reviews are undertaken and there are a number of cases now at stage 2 of the process due to continuing absence of some individuals.
- The over spend on management and administration is mainly due to the vacancy management provision. The department is fully staffed, there is therefore no vacancy saving to offset the vacancy management provision.

Street Scene & Community	Quarter 3 (December 31st) 2008/09
-------------------------------------	--

Capital Budget summary April-December 08/09

Service	Revised Budget £'000	Actual spend YTD £'000	Projected outturn £'000	Projected variance £'000
---------	-------------------------	------------------------------	----------------------------	--------------------------------

Cemeteries	7	0	0	(7)
Community Safety	164	128	128	(36)
Parks, Play areas & Open Spaces	404	257	404	0
Leisure Centres	713	130	720	7
Culture and Community General	153	117	153	0
Replacement Vehicles	599	228	621	22
Site works	65	5	66	1
TOTAL	2,105	865	2,092	(13)

Financial Commentary

- The continuation of the 10 year Vehicle Replacement Programme across the service, many vehicles already delivered, including new vans / tipper trucks for cleansing, garage, highways, and grounds, and new mowers and equipment for grounds. The service has been working with procurement to ensure best value.
- Community safety CCTV scheme has been completed and has come in £36k under budget.
- Parks and Play area's Big lottery funded schemes, Alvechurch youth scheme, and King George V Playing fields.
- Dolphin centre work continues to be completed by April 2009, with a projected final bill of £720k, an additional report has been submitted requesting approval for expenditure on equipment for the new fitness suite.

4.1.3 Planning & Environment Services	Quarter 3 (Dec 31st) 2008/09
--	--

Performance Summary

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

Achievements

- Longbridge EIP hearing sessions completed on 4th December 2008. The inspectors report is expected before end of January 2009.
- Draft Core Strategy now out to consultation.
- Development Control performance remains strong, given recent staff shortages:
Quarter
 - Majors 6/7 = 86%
 - Minors 37/47= 79%
 - Others 106/130 = 82%Year to date
 - Majors = 78%
 - Minors = 73%
 - Others = 89%
- 135 new affordable housing units delivered in first 9 moths of 08/09
- Achieved Business Start-up target by end third quarter
- Gone live with public access, which means customers can view plans on line.
- Positive satisfaction survey results in both Environmental Health and Building Control.

Issues

Down turn in national economy is working its way through to planning and building control workloads and together with down turn in land charges request is having a negative impact on income generation. This is being regularly monitored by budget holders and Departmental Accountant.

Government has amended Permitted development in planning as of 1st October with the intention of reducing the need for householder applications by 25%, which will again potentially impact on income generation.

Department as a whole is working on integration of CAPS/Uniform system to ensure maximum effectiveness, There remain issues with regard to data capture but these are being taken up with IT.

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Building Control	17	-71	-63	8	50	33
Development Control	896	168	69	-99	835	-61
Environmental Health	997	429	370	-59	922	-75
Licensing	-4	-17	-59	-42	-47	-43
Planning Administration	-8	81	159	78	124	132
Strategic Housing	3,103	520	524	4	3,143	40
Strategic Planning	354	174	140	-34	333	-21
Economic Development	114	86	83	-3	120	6
Retail Market	50	4	17	13	93	43
TOTAL	5,519	1,374	1,240	-134	5,573	54

Planning & Environment Services

Quarter 3 (December 31st) 2008/09

Financial Commentary

- The current under-spends are due to a number of vacancies within the department of which some have recently been filled resulting in a reduced underspend by the year end. The remainder of vacant posts have been reviewed as part of a wider Departmental Review that is looking into efficiencies and savings as part of the three year financial plan.
- It is projected there will be an overspend of 64k by the end of the financial year. This is being the net effect of the under-spends on salaries against the significant loss of income in land charges, Market Hall, the closure of the hostels and the loss of income on Pre-transfer Right to Buys (PRTB's). This has been addressed in the next budget round.

Capital Budget summary April-December 2008/09

Service	Revised Budget £'000	Actual spend YTD £'000	Projected outturn £'000	Projected variance £'000
Strategic Housing	2,135	1,365	2,119	(16)
Town Centre	110	31	100	(10)
TOTAL	2,245	1,396	2,219	(26)

Financial Commentary

- Improvements in the processing of applications have increased the amount of DFG's completed by the third quarter, on target to commit the annual budget.
- Grants to RSL schemes – a number of schemes are under way including the provision of general need affordable housing for rent, on former hostel sites.
- Town centre – invoices for this project have been received in October and work is continuing.

4.1.4 E-Government & Customer Services

Quarter 3 (Dec 31st) 2008/09

Performance Summary

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

Achievements

Customer Service Centre

Telephony Indicators – All key indicators have again been exceeded this quarter with the continued excellent performance set against a call volume of over 30,000 during this quarter. The call volume was expected towards the end of the year and matches previous yearly call trends. Average call answer time has also exceeded target at 14 seconds.

Resolution Rates – Resolution rates across all access channels continue to exceed target with resolution at first point of contact averaging 98%.

Queue management information – During this quarter approx 11,000 customers have been logged as receiving a face to face service. The average wait time for these customers in the CSC was 6 minutes and is below the HUB performance target of 15 minutes. The average face to face customer serve time was 12 minutes which is comparable with the last quarters data. Both of these are within the target set for the service centre. The top service requested was Street Scene and Waste Management due to Christmas collection information requests.

During this quarter the new Choice Based Letting system went live in the CSC. Staff have reported good levels of use by customers who have housing needs.

The Licensing Service was migrated to the CSC and became operational in October. All staff have received training in the delivery of Licensing processes prior to go live.

Information Communication Technology

During this quarter the ICT Section has completed the following items of work:

The Blackberry handheld devices server has been upgraded to Service Pack 6. This gives improved security for attachments.

All of the corporate servers have been upgraded to fix a potential problem with disk storage. This will provide extra stability and resilience.

The headers included in emails have been removed to help comply with Government Connect Code of Connection requirements

The Uniform system mapping application has been configured to work within the Citrix thin client system. This will enable mobile workers to access maps and GIS information when working remotely.

A sizing exercise on the Benefits Service Voice Risk Analysis system has taken place to enable voice conversation to be recorded for training purposes.

The Landesk system has been upgraded to version 8.8 to provide extra functionality and bug fixes for the main support and software upgrading module.

The Academy System live to test has been copied successfully. Academy Release 49 / 50 / 50.02 has also been applied to ensure the most current version is available. New desktop clients have also been installed around the council.

Microsoft service pack 2 has also been applied to a number of servers to increase reliability and fix some problems.

Submitted the first draft of the Government Connect Code of Compliance for assessment by the DWP.

Spatial Project

The Spatial Project phase one has now been completed on time and to budget. The additional work included in the last phase for Street Scene and Waster Management was extended over October, November and December 2008 due to work commitments within the department. This work has now been completed.

The Street Scene Department were not included in the original scope of the Spatial project. However, as the project progressed it became clear that the department would benefit from having access to the Uniform system and consequently were included in the project at a much later stage.

The electronic document management system and all other elements of the project were completed by the end of October 2008.

The business case for the FM2 (second phase) of the project was approved by Council during this quarter and will start in early 2009. This phase will provide additional integration between the back office and the CSC.

Issues

Sickness absence levels continue to be an issue. Monitoring of the situation is taking place in conjunction with HR.

Revenue Budget summary – E-Government & Customer Services

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
E-Government	15	887	836	-51	-20	-35
Customer Service Centre	54	287	229	-58	12	-42
TOTAL	69	1,174	1,065	-109	-8	-77

Financial Commentary

- It is projected that there will be an underspend of £77k by the end of the financial year.
- The underspends are mainly due to managed savings within the section and the impact of a number of vacancies for the majority of the year within E-Government.

E-Government & Customer Services	Quarter 3 (December 31st) 2008/09
---	--

Capital Budget summary April-December 2008/09

Service	Revised Budget £'000	Actual spend YTD £'000	Projected outturn £'000	Projected variance £'000
E-Government	4,813	4,515	4,813	0
TOTAL	4,813	4,515	4,813	0

Financial Commentary

- Phase I of the Spatial Project is on target and the first part of the Scheme has been paid for in November 2008. The final invoice is expected in February 2009.

4.1.5 Financial Services	Quarter 3 (Dec 31st) 2008/09
---------------------------------	--

Performance Summary

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

Achievements

- The benefits service was successful in being chosen by the DWP to undertake a pilot of the Voice Recognition Analysis system with the aim to improve speed of benefit claims
- The procurement officer continues to generate external funding from Redditch
- An improvement in individual Use of Resources scores in relation to Risk Management, Internal Control and Value for Money was reported by the Audit Commission
- Medium Term Financial Plan was presented to Cabinet and Scrutiny for consideration of options for funding of service delivery
- Budget jury held to consult with sample of residents on the budget plans
- On-line budget consultation undertaken
- Annual report including the summary of accounts included in Together Bromsgrove and as a wrap around in the local paper
- Full implementation of the Purchase Order Processing system was undertaken with all departments using the on-line system
- Invoices continue to be processed within 48 hours

Issues

- Slight increase in benefit claims to be monitored in light of the decline in the economy
- Shortfall in recovery of Business Rate income – recovery by phone call to be implemented and advice to be given to companies who may be finding payment difficult.
- Audit Plan to be delivered by employing temporary staff to cover and by using services provided by Worcester City Council

Revenue Budget summary – Financial Services

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Central Overheads	117	87	104	17	140	23
Accountancy	11	375	420	45	51	40
Internal Audit	-1	93	90	-3	-12	-11
Grants & Donations	91	88	79	-9	89	-2
Revenues & Benefits	1,351	270	99	-171	1,318	-33
TOTAL	1,569	913	792	-121	1,586	17
Financial Commentary						

The overspend within Accountancy is due additional costs in relation to bank charges from debit and credit cards. The Head of Financial Services has received a report on comparable bank charges across the district and is due to discuss the increase in charges with HSBC in the next month.

The savings within Revenues and Benefits are as a result of the net effect of agency staff costs and the additional income received from the recovery of housing benefit overpayments.

The underspend within Audit and Revenues and Benefits will offset the overspends within Accountancy and the Central Overheads sections.

Financial Services

Quarter 3 (December 31st) 2008/09

Capital Budget summary April-December 2008/09

Service	Revised Budget £'000	Actual spend YTD £'000	Projected outturn £'000	Projected variance £'000
Finance	34	14	34	0
TOTAL	34	14	34	0

Financial Commentary

- Training took place in December, ready for the implementation of The Purchase Order Processing System (POP) in January 2009. POP has now been rolled out to all departments within the Council.

Performance Summary

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

Achievements

- Completion of a CPA project plan and site visit.
- Consultation events x 2 for Local Neighbourhood Partnerships.
- Writing up the final drafts of the Parish Plan "adoption" process.
- Working with the County Council on a number of engagement projects, in particular, reviewing the need for a Customer Panel contract and whether we can switch to a County wide contract, starting work in the "U Decide" children and young people's participatory event and agreeing the contract for the Place Survey (statutory survey required by the Government).
- Publishing the Annual report newspaper "wrap around".
- Running the October staff forums, with a focus on Shared Services, Single Status and CPA.
- Publicising the autumn edition of "Together Bromsgrove".
- Budget Jury.
- PMB papers.
- Undertaking the corporate quality check of all the Council's service business plans.
- Further work on the Community Transport review, including consultation, supplier research and PID.
- Completing the usual run of routine reports and communications e.g. Connect, Team of the Month, Bright Ideas.
- Continuing to run the Programme Board meeting, but also provide considerable behind the scenes active support to projects.
- Launch of Unreasonable and Persistent Complainants policy.
- Completion of the Community Strategy update (aligned to the new LAA).
- Completion of Community Strategy Annual Report.
- Approval of the Community Engagement Strategy.
- Drafting of the Corporate Performance Management Strategy
- Approval of the Communications Strategy update.
- Gathering evidence for the development of the customer access strategy update part of the Customer First Strategy review.

Issues

The key issue for the Team going forward into 2009 is capacity caused by staffing vacancies and long term sickness. The Team is currently three staff short of its establishment of nine, which is going to have a significant impact on the outputs from the team during the final quarter. This has been further hindered by a failure to recruit to the two vacancies, with agency staff being too expensive to employ in the interim. As a result, the Team is

prioritising what must be done to time and what can be re-programmed. This capacity issue, needs to be set within the context of a largely stable period during 2008 and the run up to CPA.

Revenue Budget summary – Chief Executive Department

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Policy & Performance	47	326	339	13	45	-2
Corporate Management	772	469	459	-10	764	-8
Corporate Projects	64	41	46	5	64	0
TOTAL	883	836	844	8	873	-10

Financial Commentary

The Corporate Communication, Policy and Performance team has secured external funding for the post of Improvement Manager and contributions towards the costs of the Local Strategic Partnership. Whilst there may be pressure achieving the income target for Together Bromsgrove it is expected that savings elsewhere within the team's budget will adequately meet any shortfall.

The projection incorporates the cost sharing of the Joint Chief Executive post with Redditch Borough Council. Budgets associated with the implementation of single status will be committed or carried forward as appropriate to match against costs arising in 2009/10.

Performance Summary

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

Achievements

- Financial efficiencies are being achieved in the post room as a result of the roll out of more streamlined post out systems both through the Royal Mail and Document Exchange services
- Engagement with Parish Councils has led to a revision of the Public Speaking Rules at Planning Committee and an extension to enable Parish Councils to speak in limited circumstances
- The Council has agreed to strengthen the Overview function of Scrutiny and create a specific Overview Board to concentrate on policy development
- In order to strengthen the challenge process within the decision making framework the Council has resolved to make it a Constitutional requirement that the Chairman and Vice Chairman of the Overview Board, the Scrutiny Steering Board and the Audit Board are members of opposition groups
- The Cabinet has approved the updated Assets Management Plan and accompanying assets management tools. These will be managed and overseen through the Assets Management Steering Group and greatly improve the Councils ability to manage assets within the Use of Resources framework
- Shared Elections Service Business case considered and approved by Full Council – Bromsgrove now moves into the project management phase of delivering a shared service for Redditch and Bromsgrove Councils
- Officers have submitted a request to be evaluated against level 3 of the Local Government Standard for Equality and Diversity to capitalise on the progress made towards the Standard before the mechanism for evaluation changes to the Framework in the Spring
- Officers and members have agreed through the Member Development Steering Group to submit a claim for Primary Status against the Member Development Charter in recognition of the time and efforts expended by elected members over the last two years.

Issues

- The creation of addition Boards is having an adverse impact on the Committee Services Team and the skills of the Scrutiny Officer are not being utilised to their best advantage managing Board meetings. This will need to be monitored and reviewed by HOS to ensure that the wider Scrutiny development role is not suffering as a result. It may be that additional resources need to be redirected into the Scrutiny function to accommodate these changes in the longer term.

Revenue Budget summary – Legal, Equalities & Democratic Services

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Administration Services	0	92	88	-4	-5	-4
Committee & Member Services	789	326	329	3	799	10
Elections & Registration	178	88	88	0	190	12
Facilities Management	-77	468	404	-64	-111	-34
Legal Services	40	299	286	-13	50	9
TOTAL	930	1,273	1,195	-78	923	-7

Financial Commentary

- The budget for the electoral services department is and will continue to be overspent for this year. The Elections Manager post was vacant for a considerable time and as a consequence the budgets in relation the postal voting and publications was not an accurate reflection of the actual costs. This has been addressed in the 09/10 budget requirement.
- It is projected there will be an under spend for the year due mainly to savings in Facilities Management budgets for insurance and business rates.

Legal, Equalities & Democratic Services	Quarter 3 (December 31st) 2008/09
--	--

Capital Budget Summary April-December 2008

Service	Revised Budget £'000	Actual spend YTD £'000	Projected outturn £'000	Projected variance £'000
Facilities Management	120	14	120	0
TOTAL	120	14	120	0

Financial Commentary

- The budget includes funding for a number of alterations at the Council House. The Asset Management Group is currently considering the use of the council house and the appropriate alterations will be made following this review.

4.1.8 Human Resources & Organisational Development (HR & OD)	Quarter 3 (Dec 31st) 2008/09
---	--

Performance Summary

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

Achievements

Delivery of 3rd Annual Management Conference
 Delivery of 2008 Staff Survey
 Facilitation of restructuring and consultation arrangements in respect of Leisure Services Department and Planning and Environment
 Commencing workforce planning project and adopting a joint approach with Redditch Borough Council
 Facilitating a special meeting of Cabinet in October 2008 to identify a way forward for implementation of Single Status/Job Evaluation (but see also "issues" below)

Issues

Sickness absence
 Continued negotiation in relation to Job Evaluation

Revenue Budget summary – HR & OD

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Human Resources & Organisational Development	94	414	419	5	176	82
TOTAL	94	414	419	5	176	82

Financial Commentary

- There is currently an under-spend on the corporate training budget and Councillors training budget – however it is anticipated that these budgets will be used fully in 08/09.
- The overall projected out-turn for the financial year is 82k over-spent. This is partly due to the vacancy management provision as the department is fully staffed, combined with retention of a member of staff in payroll to assist Redditch in the payroll transfer. Costs associated with employment tribunals have also been incurred since last quarter.

4.2 Sundry Debtors

4.2.1 Sundry Debt is raised by the Council to ensure effective recovery of debts owing. The outstanding balance at 31/12/08 was £473k which includes:-

- £40k of car parking fines
- £16k lifeline debts
- £69k rents/ hire charges
- £11k building regulations
- £30k trade waste and cesspool emptying
- £29k Developer contributions
- £14k Housing schemes
- £6k Licensing
- £200k due from BDHT in respect of monies relating to VAT shelter
- And £24k in respect of services provided by the Council to other organisations (e.g. contracts with BDHT for legal work)

Of the outstanding balance only £134k has been outstanding for a period of 90 days or more. These debts are currently with the legal department for consideration and further recovery and include the £29k developer contributions.

5.0 TREASURY MANAGEMENT

5.1 Investment Interest

5.1.1 For the period to 31 December 2008 the Council received net investment income amounting to £1,089k against predicted year to date receipts of £326k. This income is a combination of interest earned on in-house managed funds (cash currently surplus to cash flow requirements that is placed on short-term deposit) and the investment income arising on the externally managed funds (HSBC fund managers). The increased interest has arisen due to slippage on the capital programme which has made additional surplus cash available for deposit, combined with enhanced interest rates achieved as a result of the market conditions earlier in the year.

Due to the rescheduling of the Capital Programme for 2008/09 additional funds have been and will be available for deposit during the remainder of the financial year. The estimated position at year end is an additional £697k to that included within the budget.

Due to advice received the Council is maintaining its stance of depositing in ultra low risk investments. In our recent Investment Updates we have been advised to use named UK incorporated institutions as investment counterparties where the institutions can participate in the government's Scheme AND whose long-term ratings are currently in the 'double-A' category.

5.1.2 Details on the fund manager's performance are detailed below.

5.2 HSBC

5.2.1 Investment Objectives/Level of Risk

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

5.2.2 Portfolio Performance

At 1 April 2008 the Council's investment was valued at £11.091 million. In the period to December the investment income added to the portfolio was £406k. Management fees applied to the portfolio for the period totalled £25k. The market value of the funds invested with HSBC was £11.917 million as at 31 December 2008 including unrealised capital gains of £414k.

6.0 EFFICIENCY SAVINGS

As part of the budget round for 2008/09 a number of efficiency savings were approved. These challenging targets were allocated across all services as detailed in appendix 4. To date there are no significant variances to report against these targets with the exception of targets relating to the payroll service. This is due to delays in implementing the transfer of the service combined with additional costs incurred in relation to job evaluation.

7.0 REVENUE BALANCES AND EARMARKED RESERVES

7.1 Revenue Balances

The revenue balances brought forward at 1 April 2008 were £2.023 million. The original budget requirement for use of balances in 2008/09 was £0.355 million. This has been increased by £0.474 million due mainly to the approved carry forward of budgets arising from specific under spends in 2007/08. Taking into account the current projected underspend of £0.456 million and the release of balances to fund Haybridge and the Museum it is anticipated that revenue balances will equate to £1.500 million at 31 March 2009.

7.2 Earmarked Reserves

The Council maintains a number of reserves which have been set up voluntarily to earmark resources for future spending plans. The balance on these reserves is shown below.

Earmarked Reserve	Balance 1 April 2008	Receipts 2008/09	Currently Required 2008/09	Projected Balance 31 March
-------------------	----------------------	------------------	----------------------------	----------------------------

	£000	£000	£000	2009 £000
Building Control Partnership	6	0	1	5
Planning Delivery Grant	397	368	-417	348
Replacement Reserve	536	0	0	536
Litigation Reserve	140	0	0	140
Leisure Reserve	43	0	-20	23
Total	1,122	368	-438	1,052

8. FINANCIAL IMPLICATIONS

Covered in the report

9. LEGAL IMPLICATIONS

None

10. COUNCIL OBJECTIVES

11. RISK MANAGEMENT

Covered in the report.

12. CUSTOMER IMPLICATIONS

13. EQUALITIES AND DIVERSITY IMPLICATIONS

14. OTHER IMPLICATIONS

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

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

15. OTHERS CONSULTED ON THE REPORT

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

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

APPENDICES

- Appendix 1 Performance Summary for December 2008
- Appendix 2 Detail Performance report for December 2008
- Appendix 3 Detailed figures to support the performance report
- Appendix 4 Efficiency Savings 2008/09
- Appendix 5 Virement Requests

CONTACT OFFICERS

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

APPENDIX 1

SUMMARY - Period 6 (September) 2008/09								
Monthly (September) performance				Estimated Outturn				
	No.	%		No.	%		No.	%
Improving or stable.	16	44%	On target	23	64%	On target	22	61%
Declining	14	39%	Missing target by less than 10%	3	8%	Missing target by less than 10%	1	3%
No data	6	17%	Missing target by more than 10%	2	6%	Missing target by more than 10%	1	3%
			No data	8	22%	No data	12	33%
Total Number of Indicators	36	100%	Total Number of Indicators	36	100%	total	36	100%

SUMMARY - Period 7 (October) 2008/09								
Monthly (October) performance				Estimated Outturn				
	No.	%		No.	%		No.	%
Improving or stable.	18	67%	On target	19	70%	On target	23	85%
Declining	9	33%	Missing target by less than 10%	4	15%	Missing target by less than 10%	1	4%
No data	0	0%	Missing target by more than 10%	2	7%	Missing target by more than 10%	1	4%
			No data	2	7%	No data	2	7%
Total Number of Indicators	27	100%	Total Number of Indicators	27	100%	total	27	100%

SUMMARY - Period 8 (November) 2008/09								
Monthly (November) performance				Estimated Outturn				
	No.	%		No.	%		No.	%
Improving or stable.	22	67%	On target	24	83%	On target	28	90%
Declining	9	27%	Missing target by less than 10%	3	10%	Missing target by less than 10%	1	3%
No data	2	6%	Missing target by more than 10%	2	7%	Missing target by more than 10%	2	6%
			No data	0	0%	No data	0	0%
Total Number of Indicators	33	100%	Total Number of Indicators	29	100%	total	31	100%

SUMMARY - Period 9 (December) 2008/09								
Monthly (December) performance				Estimated Outturn				
	No.	%		No.	%		No.	%
Improving or stable.	21	62%	On target	22	79%	On target	26	87%
Declining	13	38%	Missing target by less than 10%	4	14%	Missing target by less than 10%	0	0%
No data	0	0%	Missing target by more than 10%	2	7%	Missing target by more than 10%	4	13%
			No data	0	0%	No data	0	0%
Total Number of Indicators	34	100%	Total Number of Indicators	28	100%	total	30	100%

Ref	Description	Report - ed?	Cum or Snap?	2007/08		Sep. Target	Sep. Actual	Target &Trend	Oct Target	Oct Actual	Target & trend	Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2008/09			Comments
				Actuals	Quartile													Target	Est. Outturn	Est. Outturn Target &Trend	

Street Scene & Community

NI 191	Residual Household waste per household	M	C	n/a	n/a	297.68	292.64	W	349.70	344.19	I	399.98	389.27	I	450.55	447.43	W	593.00	591.00	S	November figs now updated with trade waste, still no 3rd part recycling from October. Increased residual tonnages are due to increased grey bin collections over Christmas period
NI 192	Percentage of household waste re-used, recycled and composted	M	C	n/a	n/a	46.71	49.46	I	48.55	49.25	W	41.90	48.38	W	43.98	46.13	W	45.00	42.00	S	As no green waste collection in Dec, recycling % will now fall as predicted.
LPI depot	%age of reported abandoned vehicles investigated within 24 hours	M	C	100.00	1	95.00	97.67	S	95.00	98.00	S	95.00	98.15	S	95.00	98.25	S	95.00	98.15	I	3 vehicles reported and investigated within timescale
LPI depot	%age of abandoned vehicles removed within 24 hours of legal entitlement	M	C	98.78	1	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	1 vehicle instructed to be removed and removed within timescale
LPI Depot	% animal/debris cleared within timescales	M	C	100.00	n/a	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	13 dead animals all removed within timescale
LPI Depot	% of flytips dealt with in response time	M	C	99.46	n/a	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	125 incidents of fly tipping and all removed within timescale
LPI Depot	Number of missed household waste collections	M	C	1102	n/a	696	575	I	812	671	W	928	771	W	1,044	821	I	1,400	867	W	50 missed refuse collections this month = 0.02% of 190,000 collections 5 x 38,000
LPI Depot	Number of missed recycle waste collections	M	C	352	n/a	300	138	W	350	153	I	400	170	W	450	184	I	600	250	W	14 missed recycling collections this month = 0.007% of 180,000 collections 5 x 36,000
NWBCU 1	The number of domestic burglaries	M	C	355	n/a	180	176	I	210	225	W	240	276	W	270	313	I	360	411	W	The estimated outturn has been increased from 360 to 411 due to an increase in burglaries over recent months and to take in account the seasonal trends, that show January as the month which historically reports the most burglaries in the year. As per comments of last month, work is continuing to improve cross boarder relations between the West Mercia and West Midlands policing areas to swiftly exchange information regarding prolific and priority offenders with burglary offending habits.
NWBCU 2	The number of violent crimes	M	C	1093	n/a	527	574	I	616	632	I	702	707	W	793	764	W	1056	1030	I	The estimated outturn has been decreased from 1045 to 1030 to take in account recent good performance and seasonal trend for last quartile. Recent good performance in violent crime is due to 'Operation Ghost' and 'Operation Christmas Presence' which has provided an increased police presence within the town centre and other hot spots for night time disorder. This PI is well within target.
NWBCU 3	The number of robberies	M	C	67	n/a	30	24	W	35	26	I	40	31	W	42	39	W	60	57	W	The estimated outturn has been increased from 45 to 57 to allow for seasonal trend during the last quartile. Number of robberies continue to be of a low amount with only 7 during December. This PI is within target.

Ref	Description	Report - ed?	Cum or Snap?	2007/08		Sep. Target	Sep. Actual	Target & Trend	Oct Target	Oct Actual	Target & trend	Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2008/09			Comments
				Actuals	Quartile													Target	Est. Outturn	Est. Outturn Target & Trend	
NWBCU 4	The number of vehicle crimes	M	C	710	n/a	383	332	W	448	417	W	510	480	I	572	540	I	768	735	W	The estimated outturn has been increased from 694 to 735 to allow for seasonal trend within the dark months of the year. This Pi is still estimated to finish within target. Cross border crime from the West Midlands area onto the West Mercia Policing area is still a problem. This PI is made up of two figures Theft from and theft of a motor vehicle, both are equally a concern. Theft of a motor vehicle is linked with stolen cars from homes that have been burgled, and theft from motor vehicles predominantly happen at service stations and beauty spot hot spots.
LPI SC 1	Number of attendances at arts events	M	C	25,056	n/a	14,490	16,737	W	15,090	17,362	S	17,090	20,002	I	17,290	20,257	W	25,253	25,253		Jubilee bandstand programme hosted in December the first Christmas carol concert in sanders park. Target for December was 200.
LPI SC 2	Number of people attending the annual bonfire	A	S		n/a	n/a	n/a	n/a					2,757	n/a	n/a	n/a	n/a	11,339	2,757		attendance figure is low primarily due to poor weather conditions at the bonfire
LPI SC 4	Sports Centres Usage	M	C	592,133	n/a	339,943	322,646	I	395,160	386,056	I	453,675	437,658	I	485,784	469,274	W	672,420	672,420	I	Slightly below target for dolphin centre and slightly over for hay bridge for month. Dolphin Centre new programme starts in Feb 09. New gym due to open start of 09/10.
LPI SC 5	Sports development usages	M	C	18,213	n/a	9,793	10,142	I	11,556	12,244	I	13,400	14,109	W	14,958	15,315	W	20,505	20,505	I	On target for year end. Drop in usage due to Christmas holiday period within schools and no holiday activities delivered.

Page 307

Planning & Environment

NI 157	The percentage of major planning applications determined within 13 weeks	M	C	95.35	1	75.00	75.00	W	75.00	75.00	I	75.00	74.00	W	75.00	78.00	I	75.00	75.00		Major 4/4 = 100% (National indicator is 60 %)
NI 157	The percentage of minor planning applications determined within 8 weeks	M	C	92.42	1	80.00	71.00	W	80.00	71.00	I	80.00	72.00	I	80.00	73.00	W	80.00	80.00		Minor 18/23 = 78% (National Indicator is 65%). Applications determined in this category have INCREASED in relation to November when just 6 applications were considered. Only 5 applications went over time, 2 of these are again due to Officer Sickness. As a result of an extended period of sickness in October/November applications were reassigned to other officers and in many instances this created a conflict given case officers existing workloads. Two applications required additional consultations whilst one application was over as a result of workload pressures (Dale Close, Catshill)

Ref	Description	Report - ed?	Cum or Snap?	2007/08		Sep. Target	Sep. Actual	Target & Trend	Oct Target	Oct Actual	Target & trend	Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2008/09			Comments
				Actuals	Quartile													Target	Est. Outturn	Est. Outturn Target & Trend	
NI 157	The percentage of other planning applications determined within 8 weeks	M	C	93.11	1	90.00	93.00	W	90.00	91.00	W	90.00	90.00	W	90.00	89.00	I	90.00	90.00		Other 53/64 = 83% (National Indicator is 80%)_ Applications determined in this category INCREASED in December (64) in relation to November (35), October (42) September (63) August (55). A total of 11 applications went over; nearly half of these were as a result of Sickness (5) with 4 applications needing additional notification (1 relating to problems with date fields in Uniform)
NI 155	Number of affordable homes delivered	Q	C	46.00	4	40	74	W	n/a	n/a	n/a	n/a	n/a	n/a	60	135	I	80	154		Our target is 80 per year over 5 years (total 400). We have delivered 135 in the 1 st three quarters of this financial year and aim to deliver a total of 154 new homes in 2008/9. This slightly reduced figure is due to unforeseen slippage on two schemes which will now be delivered in 2009/10
NI 156	Number of households occupying temporary accommodation	Q	S	16.0	n/a	23	10	I							23	10	S	34	34		We are continuing to maintain very low number of clients in temporary accommodation. The re-opening of the specialist domestic abuse accommodation at the former Gateway refuge may impact on this in the next quarter and will need to be carefully managed. We remain well below not only the government target of 34 but also well below our own target for 2008-9 of 23.
LPI	Average time (weeks) from referral to completion for category 1 DFGs	Q	C		n/a	n/a	38								n/a	34	I	n/a	n/a	n/a	Performance in dealing with category 1 and 2 DFGs has continued to improve in the last quarter. On average we processed category 1 claims in 29 weeks, which is 9 weeks less than in quarter 2 and nearly half the time taken a year ago. Similarly performance in processing category 2 claims has improved from 51 to 35 weeks on average. The budget has now virtually all been allocated and the focus of effort has been on progressing the more complex and higher priority category 1 and 2 claims through to completion within the financial year. As a consequence there has been a decline in timescales with regards to the Category 3 DFGs during the quarter. The budget has now been allocated and works are in progress. It is expected that the majority of the works will be completed and paid for by the end of the financial year
LPI	Average time (weeks) from referral to completion for category 2 DFGs	Q	C		n/a	n/a	51								n/a	39	I	n/a	n/a	n/a	see above
LPI	Average time (weeks) from referral to completion for category 3 DFGs	Q	C		n/a	n/a	44								n/a	51	W	n/a	n/a	n/a	see above
LPI	Percentage of DFG budget allocated to approved schemes	Q	S		n/a	n/a	35.70								n/a	96.90	n/a	n/a	n/a	n/a	this is an activity measure
LPI	Percentage of DFG budget spent	Q	S		n/a	n/a	25.80								n/a	57.40	n/a	n/a	n/a	n/a	this is an activity measure

Ref	Description	Report - ed?	Cum or Snap?	2007/08		Sep. Target	Sep. Actual	Target & Trend	Oct Target	Oct Actual	Target & trend	Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2008/09			Comments
				Actuals	Quartile													Target	Est. Outturn	Est. Outturn Target & Trend	
CSC	Monthly Call Volumes Customer Contact Centre	M	S	n/a	n/a		7,497	n/a	n/a	6,931	n/a	n/a	6,653	n/a	n/a	5,544	n/a	n/a	n/a	n/a	Calls to the customer contact centre have fallen by 18% compared to last month This is in line with previous profiles and is expected at this point in the year. It is worth noting calls to the customer contact centre are higher than those recorded in December 2007)
CSC	Monthly Call Volume Council Switchboard	M	S	n/a	n/a		5,389	n/a	n/a	5,081	n/a	n/a	4,361	n/a	n/a	3,753	n/a	n/a	n/a	n/a	Calls to the council switchboard have fallen by 14% compared to last month This is line with previous trends and is expected at this point in the year.
CSCLP13.1	Resolution at First Point of Contact all services (percentage)	M	C	94.30	n/a	85.00	98.00	W	85.00	99.00	I	85.00	99.00	S	85.00	99.00	S	90.00	90.00		Resolution performance remains consistent with last month and is in excess of target
CSCLP13.2	% of Calls Answered	M	C	84.00	n/a	85.00	89.00	W	85.00	91.00	I	85.00	91.00	S	85.00	94.00	I	85.00	85.00		Performance remains above target this month and is consistent with excellent performance of contact centre
CSCLP13.3	Average Speed of Answer (seconds)	M	C	36	n/a	30.00	24.00	W	30.00	18.00	I	30.00	17.00	I	30.00	9.00	I	30.00	30.00		Excellent performance sustained this month against this indicator

Financial Services

NI181	Time taken to process HOB/CT benefit new claims or change events	M	C	n/a	n/a	16.00	16.76	W	16.00	16.58	I	16.00	19.29	W	16.00	19.13	W	16.00	19.00	W	NI 181 has still not been published by the DWP so this figure has been calculated using the individual new claim and change in details indicators. November and December included a push on the work outstanding to allow us to be as up to date as possible when VRA is implemented. This meant that any "older" pieces of work that had not been processed were,. After looking into these figures a majority of the work has been processed within the necessary time periods allowed, with just a few much older pieces of work having a detrimental effect on the overall stats.
NI 179	VFM - total net value of on-going cash releasing VFM gains since the start of 2008-09	Q	C		4	£302K	£305k	I							£452k	£452k	S	£602k	£615k		Cashable efficiencies have been achieved by departmental restructures, shared procurement officer income and renegotiation of contracts with external suppliers.
FP001	Percentage of invoices paid within 30 days of receipt	M	C	97.83	1	98.00	99.53	I	98.00	99.60	I	98.00	99.63	I	98.00	99.59	W	98.00	99.00		On Target

Chief Executive's Department

LPI CCP01 (SS)	Number of complaints received (Council wide) Monthly. Source new complaints system.	M	C	n/a	n/a	n/a	129	I	n/a	145	W	n/a	161	S	n/a	179	I	n/a	n/a	n/a	Performance slightly down due to some complicated complaints re Flooding issues. Majority of complaints again are about green waste charges
LPI CCP02 (LB)	% of PACT meetings attended by SMT members	Q	C			85.00	86.00	I	n/a	n/a	n/a	n/a	n/a	n/a	85	83	W	85.00	85.00		5 out of a possible 6 meetings were attended, in percentage terms this is slightly lower than the previous quarter

Ref	Description	Report - ed?	Cum or Snap?	2007/08		Sep. Target	Sep. Actual	Target & Trend	Oct Target	Oct Actual	Target & trend	Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2008/09			Comments
				Actuals	Quartile													Target	Est. Outturn	Est. Outturn Target & Trend	
LPI CCPP03 (SS)	Number of compliments received	M	C	n/a	n/a	n/a	34	I	n/a	35	W	n/a	41	I	n/a	43	W	n/a	n/a	n/a	We still need to encourage Staff to input compliments on to the system

Legal, Equalities & Democratic services

Ref	Description	Report - ed?	Cum or Snap?	Actuals	Quartile	Sep. Target	Sep. Actual	Target & Trend	Oct Target	Oct Actual	Target & trend	Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	Target	Est. Outturn	Est. Outturn Target & Trend	Comments

Human Resources and Organisational Development

Ref	Description	Report - ed?	Cum or Snap?	Actuals	Quartile	Sep. Target	Sep. Actual	Target & Trend	Oct Target	Oct Actual	Target & trend	Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	Target	Est. Outturn	Est. Outturn Target & Trend	Comments

2008/09 Monthly Performance figures

Ref	Description	Freq	C or S	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
-----	-------------	------	--------	------	------	------	------	------	------	------	------	------	------	------	------

Street Scene & Community

NI 191	Residual Household waste per household	M	C	Target	50.80	105.00	52.50	50.10	46.79	49.57	49.78	50.18	50.67				
				Actual	50.80	52.75	48.87	55.71	49.03	49.87	54.89	45.08	58.16				
		numerator															
		denominator															
NI 192	Percentage of household waste re-used, recycled and composted	M	C	Target	45.31	48.83	49.45	44.02	47.14	45.08	42.34	41.90	26.50	30.60	29.14	29.95	
				Actual	46.94	52.74	49.92	47.03	47.45	48.46	45.57	40.67	23.99				
		numerator															
		denominator															
NI 195	Improved street & environmental cleanliness - graffiti	M*	C	Target	na	na	na		na	na	na						
				Actual	na	na	na	2.00	na	na	na	2.00					
NI 195	Improved street & environmental cleanliness -litter	M*	C	Target	na	na	na		na	na	na						
				Actual	na	na	na	6.00	na	na	na	6.00					
NI 195	Improved street & environmental cleanliness - detritus	M*	C	Target	na	na	na		na	na	na						
				Actual	na	na	na	16.00	na	na	na	15.00					
NI 195	Improved street & environmental cleanliness - fly posting	M*	C	Target	na	na	na		na	na	na						
				Actual	na	na	na	0.00	na	na	na	0.00					
NI 196	Improved street and environmental cleanliness - fly tipping	M	C	Target	na	na	na	na	na	na	na	na					
				Actual	na	na	na	na	na	na	na	na					
LPI depot	%age of reported abandoned vehicles investigated within 24 hours	M	C	Target	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	
				Actual	87.50	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00				
LPI depot	%age of abandoned vehicles removed within 24 hours of legal	M	C	Target	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	

LPI Depot	removed within 24 hours of legal entitlement	M	C	Actual	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00			
LPI Depot	% animal/debris cleared within timescales	M	C	Target	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00
				Actual	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00		
LPI Depot	% of flytips dealt with in response time	M	C	Target	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00
				Actual	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00		
LPI Depot	Number of missed household waste collections	M	C	Target	116	116	116	116	116	116	116	116	116	116	116	116
				Actual	104	123	67	98	93	91	96	99	50			
LPI Depot	Number of missed recycle waste collections	M	C	Target	50	50	50	50	50	50	50	50	50	50	50	50
				Actual	35	28	18	18	17	21	15	17	14			
LPI	The number of domestic burglaries	M	C	Target	30	30	30	30	30	30	30	30	30			
				Actual	21	20	24	30	44	39	47	51	40			
LPI	The number of violent crimes	M	C	Target	88	89	86	89	89	86	89	86	89			
				Actual	89	92	101	98	101	93	58	75	83			
LPI	The number of robberies	M	C	Target	5	5	5	5	5	5	5	5	5			
				Actual	3	3	2	7	4	5	2	5	7			
LPI	The number of vehicle crimes	M	C	Target	64	65	62	65	65	62	65	62	65			
				Actual	49	53	64	65	56	61	69	63	62			
LPI Community Services	Number of attendances at arts events	M	C	Target	60	530	500	800	12,000	600	600	2,000	200			
				Actual	66	390	523	2,365	12,768	625	625	2,640	255			
LPI Sports Services	Number of people attending the annual bonfire	A	S	Target			na	na	na	na	na		na			
				Actual			na	na	na	na	na	2,757	na			

LPI Community Safety	Sports Centres Usage	M	C	Target	53,601	53,899	53,993	62339	58184	57927	55217.00	58515.00	32109.00			
				Actual	53,964	54,580	55,401	57391	45616	55694	57410.00	57602.00	31616.00			
LPI Community Safety	Sports development usages	M	C	Target			1,636	1654.00	1681.00	1763.00	1763.00	1620	1558			
				Actual	1,854	1,901	1,663	1792.00	1334.00	1818.00	2102.00	1865	1206			

Planning & Environment

NI157	The percentage of major planning applications determined within 13 weeks	M	C	Target	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00				
				Actual	100.00	80.00	50.00	66.00	100.00	66.00	100.00	50.00	100.00				
		numerator				2	4	1	2	1	2	1	1	4			
		denominator				2	5	2	3	1	3	1	2	4			
NI157	The percentage of minor planning applications determined within 8 weeks	M	C	Target	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00				
				Actual	67.00	88.00	85.00	58.00	100.00	46.00	72.00	100.00	78.00				
		numerator				10	15	11	11	6	7	13	6	18			
		denominator				15	17	13	19	6	15	18	6	23			
NI157	The percentage of other planning applications determined within 8 weeks	M	C	Target	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00				
				Actual	95.00	96.00	90.00	88.00	93.00	88.00	78.00	71.00	83.00				
		numerator				75	81	73	64	51	56	33	25	53			
		denominator				79	84	81	72	55	63	42	35	64			
NI 155	Number of affordable homes delivered	Q	C	Target			20			40			60			80	
				Actual			50			24			61				
NI 156	Number of households occupying temporary accommodation	Q	S	Target			23			23			23				
				Actual			13			10			10				
LP Housing	Average time (weeks) from referral to completion for category 1 DFGs	Q	C	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
				Actual						38			29				
LP Housing	Average time (weeks) from referral to completion for category 2 DFGs	Q	C	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
				Actual						51			35				
LP Housing	Average time (weeks) from referral to completion for category 3 DFGs	Q	C	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
				Actual						44			61				
LP Housing	Percentage of DFG budget allocated to approved schemes	Q	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
				Actual						36			96.90				

LP Housing	Percentage of DFG budget spent	Q	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
				Actual					26			57.40				

E-government & Customer Services

CSC	Monthly Call Volumes Customer Contact Centre	M	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
				Actual	9,685	7,576	6,341	7,215	6,275	7,497	6,931	6,653	5,544			
CSC	Monthly Call Volume Council Switchboard	M	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
				Actual	6,243	5,629	5,412	5,657	4,842	5,389	5,081	4,361	3,753			
CSC LPI 3.1	Resolution at First Point of Contact all services (percentage)	M	C	Target	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00		
				Actual	98.00	98.60	98.90	99.00	98.70	98.40	99.00	99.00	99.00			
CSC LPI 3.2	% of Calls Answered	M	C	Target	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00		
				Actual	78.00	77.00	87.00	83.00	94.90	88.70	91.00	91.00	94.00			
CSC LPI 3.3	Average Speed of Answer (seconds)	M	C	Target	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00		
				Actual	34.00	36.00	26.00	28.00	22.00	24.00	18.00	17.00	9.00			

Page 315

Financial Services

NI 181	Time taken to process HB/CT benefit new claims or change events	M	C	Target	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00			
				Actual	15.51	16.27	16.42	16.91	17.53	18.52	16.58	15.12	17.30			
		numerator									33.17	34.61				
		denominator									2	2				
NI 179	VFM - total net value of on-going cash releasing VFM gains since the start of 2008-09	Q	C	Target												
				Actual			150,000				155,000			147,000		
FP001	Percentage of invoices paid within 30 days of receipt on time	M	C	Target	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00		
				Actual	99.85	99.68	99.30	99.18	99.55	99.66	100.00	99.84	99.36			

Chief Executive's Department

LPI CCPP01	Number of complaints received (Council wide) Monthly. Source new complaints system.	M	C	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
				Actual	23	17	18	39	22	10	16	16	18			
LPI CCPP02	percentage of PACT meetings attended by SMT members	Q	C	Target			85.00		85.00	85.00	85.00	85.00	85.00			
				Actual	n/a	n/a	72.00		n/a	86.00	n/a	n/a	83.30			
LPI CCPP03	Number of compliments received (Council wide)	M	C	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
				Actual	9	5	4	8.00	3	5	1	6	2			

Legal, Equalities & Democratic services

LD LPI	The level of the Equality Standard for Local Government to which the Authority conforms.	M	C	Target	2	2	2	2	2	2	2	2	2	2			
				Actual	2	2	2	2	2	2	2	2	2	2			

Human Resources and Organisational Development

LPI (formerly BV12)	The average number of working days lost due to sickness.	M	C	Target	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71			
				Actual	0.72	0.50	0.62	1.13	1.01	0.99	1.15	1.12	1.04			

Efficiency Savings 2008-09

	<u>2008/09</u> <u>£'000</u>
<u>SAVINGS IDENTIFIED</u>	
<u>Corporate Communications</u>	
Departmental Restructure	25
Income generation from additional advertising in Together Bromsgrove.	10
	<u>35</u>
<u>Corporate Services</u>	
Deletion of general expenses budget	18
	<u>18</u>
<u>E-Government</u>	
Desktop printer reorganisation - cancellation of Icon project - balance of saving	3
	<u>3</u>
<u>Financial Services</u>	
Departmental Restructure	35
Income from procurement officer	26
	<u>61</u>
<u>HR & OD</u>	
Departmental Restructure	90
Changes of childcare scheme- replace with Childcare vouchers	14
	<u>104</u>
<u>Legal and Democratic</u>	
Income generation from BDHT	10
Departmental Restructure	104
	<u>114</u>
<u>Planning and Environment</u>	
Departmental Restructure	75
	<u>75</u>
<u>Street Scene & Community</u>	
Departmental Restructure	219
Sponsorship	25
	<u>244</u>
Total Efficiency Savings	<u>654</u>

This page is intentionally left blank

Revenue virements required to be approved by Cabinet

Is the virement for 2008/09 Only or for future years?	Virement From:			Virement To:			Reason for virement
	Account	Cost Centre	Amount £	Account	Cost Centre	Amount £	
Future Years	A01 - Salaries	CS20	-107,242	A01 – Salaries	CS21	47,000	Budget Pressure coded to the wrong cost centre
				D85 – General Expenses	CS20	15,468	
				J11 – Income - Donations and Contributions	CS20	44,774	
Future Years	A01 - Salaries	CD61	-30,000	A01 - Salaries	LS00	30,000	The budget for salaries has been coded to the wrong service area
Future Years	F31 - Housing Benefit Rent Allowances	RB11	2,330,396	J03 - Income other Government grants	RB11	-2,330,396	Budget income and expenditure to be increased to reflect actual income and expenditure received

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

CABINET

4TH MARCH 2009

TREASURY MANAGEMENT STRATEGY STATEMENT AND INVESTMENT STRATEGY 2009-10 TO 2011-12

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

1. SUMMARY

- 1.1 A strategy statement for the treasury management and investments in relation to Bromsgrove District Council to comply with the Local Government Act 2003 and to ensure the Council demonstrates accountability and effectiveness in the management of its funds.

2. RECOMMENDATION

- 2.1 The strategy and prudential indicators shown at Appendix A and B, be approved and adopted.
- 2.2 That Cabinet request Full Council to approve the Authorised Limit for borrowing at £6,000,000 as required by CIPFA (this is the same as the Affordable Borrowing Limit as required by Section 3(1) of the Local Government Act 2003.)
- 2.3 That Cabinet request Full Council to approve the maximum level of investment to be held within each organisation (i.e. bank or building society) as detailed at £3m subject to market conditions.
- 2.4 That Cabinet request Full Council to approve an unlimited level for investment in Debt Management Account Deposit Facility (DMADF).

3. BACKGROUND

- 3.1 The Chartered Institute of Public Finance and Accountancy's Code of Practice for Treasury Management in Public Services (the "CIPFA TM Code") requires local authorities to set Treasury Management Strategy Statement (TMSS) for borrowing each financial year.
- 3.2 In addition the Local Government Act 2003 requires the Council to 'have regard to the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
- 3.3 CIPFA has defined Treasury Management as:

“the management of the organisation’s cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

3.4 The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Treasury management risks are identified in the Council’s approved Treasury Management Practices and include:

- Liquidity Risk (Adequate cash resources)
- Market or Interest Rate Risk Fluctuations in the value of investments).
- Inflation Risks (Exposure to inflation)
- Credit and Counterparty Risk (Security of Investments)
- Refinancing Risks (Impact of debt maturing in future years).
- Legal & Regulatory Risk (Compliance with statutory and regulatory requirements).

4. FINANCIAL IMPLICATIONS

4.1 The financial implications are contained within the body of the strategy statement at Appendix A.

5. LEGAL IMPLICATIONS

5.1 This is a statutory report under the Local Government Act 2003.

6. CORPORATE OBJECTIVES

6.1 Approval of this strategy statement will ensure that the Council invests its resources within a robust and effective framework to deliver a maximum return on investments within a secure environment.

7. RISK MANAGEMENT

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

- *Poor Use of Resources scoring*
- *Poor investment return*
- *Loss of capital due to investing with inappropriate organisations*

7.2 These risks are being managed as follows:

- Poor Use of Resources scoring

Risk Register: *Corporate*

Key Objective Ref No: *1*

Key Objective: *Effective Financial Management*

7.3 The risks associated with the delivery of maximum return within a secure environment have now been addressed in the risk register. The risks and controls in place to mitigate them have been assessed and detailed within the register.

7.4 Current controls to reduce the risk of loss of capital and poor return on investment include:

- Monthly reports from investment managers on performance of funds
- Quarterly reporting to Performance Management Board and Cabinet of financial position on investments
- Monthly updates from treasury advisors in respect of level of status for organisations we invest with
- Daily monitoring by internal officers of banking arrangements and cash flow implications

8. CUSTOMER IMPLICATIONS

8.1 The effective management of treasury operations will ensure that the management of the public funds is monitored and reviewed in a complaint way to satisfy the public of the use of their financial resources.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 None as a direct result of this strategy

10. VALUE FOR MONEY IMPLICATIONS

10.1 The robust framework that is in place to ensure investments maximise return within a secure environment support the demonstration that the Council is providing value for money is the use of its funds available.

11. OTHER IMPLICATIONS

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

12. OTHERS CONSULTED ON THE REPORT

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

13. WARDS AFFECTED

All wards

CONTACT OFFICER

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

Treasury Management Strategy Statement and Investment Strategy 2009-10 to 2011-12

Contents

1. **Background**
2. **The Treasury Position** : estimates for 31/3/2009 and following financial years
3. **Outlook for Interest Rates**
4. **Borrowing Requirement and Strategy**
5. **Investment Policy and Strategy**
6. **Balanced Budget Requirement**
7. **Annual MRP Statement**
8. **Reporting**
9. **Other Items – CIPFA Review of the Prudential Code**

Appendices

- A. Prudential Indicators
- B. Interest Rate Outlook : The Council's, Arlingclose's
- C. Specified and Non specified Investments for use by the Council

1. **Background**

1.1 The Chartered Institute of Public Finance and Accountancy's Code of Practice for Treasury Management in Public Services (the "CIPFA TM Code") requires local authorities to set the Treasury Management Strategy Statement (TMSS) for borrowing each financial year.

1.2 CIPFA has defined Treasury Management as:

"the management of the organisation's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

1.3 The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Treasury management risks are identified in the Council's approved Treasury Management Practices; the main risks to the Council's treasury activities are:

- Liquidity Risk (Inadequate cash resources)
- Market or Interest Rate Risk (Fluctuations in interest rate levels and thereby in the value of investments).
- Inflation Risks (Exposure to inflation)
- Credit and Counterparty Risk (Security of Investments)
- Refinancing Risks (Impact of debt maturing in future years).
- Legal & Regulatory Risk (i.e. non-compliance with statutory and regulatory requirements, risk of fraud).

1.4 The strategy also takes into account the outlook for interest rates, the Council's current treasury position and its approved Prudential Indicators (attached as Appendix A). The PIs relevant to the treasury management strategy are set out below:

PI No.		2008-09 Approved	2008-09 Revised	2009-10 Estimate	2010-11 Estimate	2011-12 Estimate
6	Authorised Limit for External Debt	£6m	£6m	£6m	£6.5m	£7.5m
7	Operational Boundary for External Debt	£5m	£5m	£5m	£5.5m	£6.5m
9	Upper Limit for Fixed Interest Rate Exposure	100 %	100 %	100 %	100 %	100 %
10	Upper Limit for Variable Rate Exposure	100 %	100 %	100 %	100 %	100 %
12	Upper Limit for total principal sums invested over 364 days	£16.0m	£16.0m	£3.0m	£3.0m	£3.0m

11	Maturity structure of fixed rate borrowing :	Lower Limit %	Upper Limit %
	under 12 months	0%	100%
	12 months and within 24 months	0%	100%
	24 months and within 5 years	0%	100%
	5 years and within 10 years	0%	100%
	10 years and above	0%	100%

1.5 This TMSS also incorporates the Council's Investment Strategy.

2. The Treasury Position

2.1 The estimated treasury position for 31/3/2009 and for the following financial years is:

	31/3/2009 Estimate £m	31/3/2010 Estimate £m	31/3/2011 Estimate £m	31/3/2012 Estimate £m
Total external debt	0	0	0.229	1.100
Total Investments	10.312	7.396	5.708	4.608

2.2 The estimate for interest receipts in 2009-10 is £0.150m.

3. Outlook for Interest Rates

The economic interest rate outlook provided by the Council's treasury advisor, Arlingclose Ltd, is attached at Appendix B. It is summarised below.

(a) Background

Central bankers acted decisively in October 2008 as the effective breakdown of financial systems threatened to destabilise the global economy. It included government sponsored recapitalisations, interventions through the provision of liquidity and guarantees for lending; in some instances nationalisation of private sector financial institutions; the removal of compromised assets from banks' balance sheets through special finance mechanisms; and co-ordinated emergency interest rates cuts. The UK, Eurozone and US economies contracted in the third and fourth quarters of 2008.

(b) Outlook

- **Availability of credit** is likely expected to remain restricted and credit conditions challenging, particularly as banks change their lending behaviour and lower their lending risk. The poorly functioning transmission mechanism for lower rates to be passed to consumers could cause governments to intervene directly between banks and corporates/individuals.
- **Inflation** : The elevated levels of commodity, food and energy inflation which exerted a powerful squeeze on real incomes in 2008 are expected to fade in 2009. CPI, which had risen to 5.2% in 2008, is now expected to fall below the MPC's lower boundary of 1%. Whilst this will provide consumers some relief, lower inflation erodes debt burdens more slowly.
- **Labour market** : Unemployment, already at 6%, is expected to rise further. The fear of unemployment will keep wage bargaining and wage inflation to a minimum.
- **Housing / Consumer Confidence** : The prospect of negative housing equity, and/or rising unemployment and depressed asset values could culminate in a further negative loop-back for confidence. Consumers and businesses will scale back spending to conserve or repair their balance sheets.
- **Growth** : The effort to reduce erstwhile ballooning debt will hit economic activity and growth in the UK, US and in Europe. The prospects for growth remains uniformly poor in for much of 2009. Asset values are forecast to drop further, particularly those which are commodities- and housing-related.
- **Interest rates / Central Bank policies** : To avoid deflation and to mitigate the severity of the economic slowdown, there will be a growing willingness by Central Bankers to countenance abnormally low interest rates and/or some form of quantitative easing (i.e. using more unconventional methods such as expanding the central bank's balance sheet and injecting cash into the economy), sooner rather than later.
- **UK** : During the autumn on 2008, the Bank of England's Monetary Policy Committee cut rates by a cumulative 3%, bringing the Bank Rate down to 2%, a level the Bank

deemed appropriate for the prevalent economic conditions. The Bank Rate will be cut to 1% or lower.

- **US** : The Federal Funds rate was cut to 1%, before the decision in December 2008 to lower the rate to a range between 0% and 0.25% alongside the announcement of quantitative easing policies (among them, the purchase of large and unlimited quantities of agency and mortgage backed debt and the potential purchase of longer term Treasuries).
- **Euroland** : The European Central Bank is expected to cut rates more cautiously from the current level of 2.5% due to the different imbalances in each of the member states.

Market conditions and volatility : Market volatility remains high, risk appetite at a low ebb; markets are expected to continue in 'capital preservation mode' into early 2009. Although Libor is falling, the gap between official and market interest rates is likely to remain relatively wide for some months to come.

The deterioration in public finances – both via the cost of shoring up the financial system and also as recession hits the government's revenue streams – and the burgeoning budget deficit will require significant new gilt issuance in 2009. This excess supply is expected to push longer dated yields higher although not aggressively so. Short-dated gilt yields are however expected to fall with the gathering momentum of a fall in official policy rates.

The price destruction in equities will keep stock markets subdued and, even though there may be tentative signs of stability, it would be too early to say if a bottom has been reached.

Arlingclose's forecast for the UK Bank Rate (December 2008) is :

	Mar-09	Jun-09	Sep-09	Dec-09	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11
Official Bank Rate									
Upside risk							+0.25	+0.25	+0.25
Central case	1.00	1.00	1.00	1.00	1.00	1.50	2.00	2.50	2.50
Downside risk	-0.50	-0.75	-0.75	-0.75	-0.75	-0.50	-0.50	-0.50	-0.50

The probability of zero or near zero interest rates – unthinkable just a few months ago – is now very high. The economic outlook provides both opportunities and challenges for the Council's treasury strategy in FY 2009-10.

4. **Borrowing Requirement and Strategy**

- 4.1 The Council's underlying need to borrow for capital purposes is measured by reference to its Capital Financing Requirement (CFR) – see Appendix A. The CFR will determine the Council's requirement to make a Minimum Revenue Provision for Debt Redemption (MRP) from within its Revenue budget. Physical borrowing may be greater or less than the CFR.

PI No. 4 Capital Financing Requirement	31/3/2009 Approved £m	31/3/2009 Revised £m	31/3/2010 Estimate £m	31/3/2011 Estimate £m	31/3/2012 Estimate £m
General Fund CFR	0.024	0	0	0.229	1.296
Total CFR	0.024	0	0	0.229	1.296

- 4.2 In accordance with the Prudential Code, the Council will ensure that net external borrowing does not, except in the short term, exceed the CFR in the preceding year plus the estimates of any additional CFR for the current and next two financial years.
- 4.3 Capital expenditure not financed from internal resources (i.e. Capital Receipts, Capital Grants and Contributions, Revenue or Reserves) will produce an increase in the CFR (the

underlying need to borrow) and may in turn produce an increased requirement to charge MRP in the Revenue Account.

4.4 The cumulative estimate of the long-term borrowing requirement calculated as follows:

	31/3/2009 Revised Estimate £m	31/3/2010 Estimate £m	31/3/2011 Estimate £m	31/3/2012 Estimate £m
Capital Financing Requirement	0	0	0.229	1.296
Less: Existing Profile of Borrowing and Other Long Term Liabilities	0	0	0	0.196
Borrowing Requirement	0	0	0.229	1.100

4.5 Over the past 6 years the Council has not entered into any long-term borrowing arrangements due to the significant capital receipts generated. However, the Medium Term Financial Plan for 2009-10 to 2011-12 estimates that utilisation of capital receipts will decrease by 2010-11 to a level which will result in the Council looking to borrow to fund future capital programmes. The Council will maintain maximum control over its borrowing activities as well as flexibility on its loans portfolio. Capital expenditure levels, market conditions and interest rate levels will be monitored during the financial year to assess whether it may be appropriate to borrow in advance of need in 2010-11 and 2011-12. The Council will take a prudent and pragmatic approach to borrowing to minimise borrowing costs without compromising the longer-term stability of the portfolio, consistent with the Council's Prudential Indicators. Advice will be sought from the Council's treasury advisor, Arlingclose, including the timing of borrowing.

4.6 In conjunction with advice from its treasury advisor, Arlingclose Ltd, the Council will keep under review the options it has in borrowing from the PWLB, the market and other sources identified in the Treasury Management Practices Schedules up to the available capacity within its CFR and Affordable Borrowing Limit (defined by CIPFA as the Authorised Limit).

4.7 Short-dated gilt yields are forecast to be considerably lower than medium- and long-dated gilt yields during the financial year. Despite additional gilt issuance to fund the UK government's support to the banking industry, short-dated gilts are expected to benefit from expectations of lower interest rates as the economy struggles through a recession. Yields for these maturities will fall as expectations for lower interest rates mount.

The outlook for borrowing rates:

4.8 *Variable Rate borrowing* : The shocks in the financial markets in the second half of 2008 leaves the UK in a different era in respect of official interest rates which are forecast to fall below 2%. By December 2008 the rates for PWLB variable-rate borrowing had fallen substantially and are forecast to fall to altogether very low levels as the Bank Rate is cut further.

4.9 *Fixed rate borrowing* : Gilts across all maturities will initially benefit from their status of safe haven assets in uncertain economic times. As yields fall initially, fixed PWLB rates across most maturities could challenge historic lows. As the UK Bank Rate falls to 1% or lower, short-dated yields and PWLB rates should provide some attractive fixed rate borrowing opportunities.

4.10 The Council will evaluate with Arlingclose the relative merits of a strategic exposure to variable rate debt. Decisions to borrow at low, variable rates of interest will be taken after considering the absolute level of longer term interest rate equivalents and the extent of variable rate earnings on the Council's investment balances. Should longer term rates move below the cost of variable rate borrowing any strategic exposure to variable interest rates will be reviewed and, if appropriate, reduced.

- 4.11 The Council will undertake a financial options appraisal process to establish how it has arrived at its 'value for money' judgement in the use of resources.

5. Investment Policy and Strategy

Background

- 5.1 Guidance from the then ODPM (now DCLG) on Local Government Investments in England requires, similarly, that an Annual Investment Strategy (AIS) be set. The Guidance permits the TMSS and the AIS to be combined into one document.

Investment Policy

- 5.2 The Council's general policy objective is to invest its surplus funds prudently. The Council's investment priorities are:
- security of the invested capital;
 - liquidity of the invested capital;
 - an optimum yield which is commensurate with security and liquidity.

The speculative procedure of borrowing purely in order to invest is unlawful.

- 5.3 Investments are categorised as 'Specified' or 'Non Specified' investments based on the criteria in the ODPM Guidance. Potential instruments for the Council's use within its investment strategy are contained in Appendix C.
- 5.4 The credit crisis has refocused attention on the treasury management priority of security of capital monies invested. The Council will continue to maintain a counterparty list based on its criteria and will monitor and update the credit standing of the institutions on a regular basis. This assessment will include credit ratings and other alternative assessments of credit strength (for example, statements of potential government support). The Council will also take into account information on corporate developments of and market sentiment towards investment counterparties.
- 5.5 The Council's estimated levels of investments are set out in 2.1 of this TMSS.

Investment Strategy

- 5.6 The global financial market storm in 2008 has forced investors of public money to reappraise the question of risk versus yield. Income from investments is a key support in the Council's budget.
- 5.7 By January 2009 the UK Bank Rate had fallen to 1.5%, its lowest level since 1694. **It is expected that the Bank Rate will fall to near zero in FY 2009-10, short-term money market rates will continue to fall to very low levels which will have a significant impact on investment income.** The Council's strategy must however be geared towards this development whilst adhering to the principal objective of security of invested monies.
- 5.8 The Head of Financial Services, under delegated powers, will undertake the most appropriate form of investments in keeping with the investment objectives, income and risk management requirements and Prudential Indicators. Decisions taken on the core investment portfolio will be reported to the Cabinet meeting.

During the current economic climate investments in excess of the usual limit for one institution may be exceed at the discretion of the Head of Finance.

Investments managed in-house :

- 5.9 The Council's shorter term cashflow investments are made with reference to the outlook for the UK Bank Rate and money market rates. For these monies, the Council will mainly invest in
- The Debt Management Agency Deposit Facility (The rates of interest from the DMADF are below equivalent money market rates. However, the returns are an acceptable trade-off for the guarantee that the Council's capital is secure.)
 - AAA-rated Money Market Funds with a Constant Net Asset Value (Constant NAV) investing predominantly in government securities
 - AAA-rated Money Market Funds with a Constant Net Asset Value (Constant NAV) investing in instruments issued primarily by financial institutions;
 - Deposits with other local authorities
 - Business reserve accounts
 - Term deposits
 - Certificates of deposit.
- 5.10 Protection against the downward move in interest rates through 1-year deposits and through longer-term secure investments will be actively considered within the limits the Council has set for Non-Specified Investments and will likely include :
- **Supranational bonds (bonds issued by multilateral development banks):** The joint and individual pan European government guarantees in place on these bonds provide security of the principal invested. Even at the lower yields likely to be in force, the return on these bonds could be attractive relative to the increasingly low outlook for official interest rates.
 - **UK government guaranteed bonds and debt instruments issued by banks/building societies :** The UK Government's 2008 Credit Guarantee Scheme permits specific UK institutions to issue of short-dated bonds with an explicit government guarantee. The bonds are issued at a margin over the underlying gilt and would be a secure longer-term investment option. (These bonds would, under existing statute, be capital expenditure investments.)

Investments managed externally

Funds managed on a segregated basis

- 5.11 The Council's funds are also managed on a discretionary basis by HSBC. The fund's remit allows the managers scope to add value through the use of investments contained in Appendix C and within the parameters and guidelines set for the Council's fund. Revised parameters were agreed with HSBC in 2008-09 to lower market risk and volatility in the portfolio. Performance is monitored and measured against the benchmark set for the fund, prevailing economic conditions and investment opportunities.
- 5.12 HSBC will report monthly. The manager's performance will be monitored quarterly and measured against the benchmark set for the fund, prevailing economic conditions and investment opportunities.

Collective Investment Schemes (Pooled Funds):

- 5.13 The Council has evaluated the use of Pooled Funds and determined the appropriateness of their use within the investment portfolio. Pooled funds enable the Council to diversify the assets and the underlying risk in the investment portfolio and provide the potential for enhanced returns.

5.14 Investments in pooled funds will be undertaken with advice from Arlingclose. The Council's current investments in Pooled Funds are listed in section 2.1; their performance and continued suitability in meeting the Council's investment objectives are regularly monitored.

6. Balanced Budget Requirement

6.1 The Council complies with the provisions of S32 of the Local Government Finance Act 1992 to set a balanced budget.

7. Annual MRP Statement

7.1 The Local Authorities (Capital Finance and Accounting)(England)(Amendment) Regulations 2008 (SI 2008/414) place a duty on local authorities to make a prudent provision for debt redemption. Guidance on Minimum Revenue Provision has been issued by the Secretary of State and local authorities are required to "have regard" to such Guidance under section 21(1A) of the Local Government Act 2003.

7.2 The four MRP options available are:
Option 1: Regulatory Method
Option 2: CFR Method
Option 3: Asset Life Method
Option 4: Depreciation Method

7.3 The Council's CFR at 31st March 2008 is estimated to be £Nil/Negative and as such under Option 2 (the CFR Method) there is no requirement to charge MRP.

8. Reporting on the Treasury Outturn

8.1 The Head of Financial Services will report on treasury management activity/performance as follows:

(a) Investment income and return will be monitored and reported on quarterly. The report to members on investment income will be received as part of the quarterly financial and performance monitoring reports to the Performance Monitoring Board and Cabinet.

(b) The Council will produce an outturn report on its treasury activity no later than 30th September after the financial year end.

9. Other items

CIPFA review of the Prudential Code.

9.1 In early 2008 CIPFA undertook a consultation exercise to review the implementation and ongoing use of the Prudential Code. CIPFA has yet to publish its conclusions arising from the consultation process. In the event that amendments are made to the Code by CIPFA, these may need to be reflected in the Treasury Management and Investment Strategy documentation.

PRUDENTIAL INDICATORS

Background:

There is a requirement under the Local Government Act 2003 for local authorities to have regard to Cipfa's Prudential Code for Capital Finance in Local Authorities (the "Cipfa Prudential Code") when setting and reviewing their Prudential Indicators.

Prudential Indicators FY 2009-10 to FY 2011-12**1 Background:**

There is a requirement under the Local Government Act 2003 for local authorities to have regard to Cipfa's Prudential Code for Capital Finance in Local Authorities (the "Cipfa Prudential Code") when setting and reviewing their Prudential Indicators. It should be noted that CIPFA undertook a review of the Code in early 2008. The outcome from that review has yet to be published.

2. Estimates of Capital Expenditure:

2.1 This indicator is set to ensure that the level of proposed capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council Tax and in the case of the HRA, housing rent levels.

No. 1	Capital Expenditure	2008-09	2009-10	2010-11	2011-12
		£m	Estimate £m	Estimate £m	Estimate £m
	General Fund	9.516	3.389	2.161	1.510
	Total	9.516	3.389	2.161	1.510

2.2 Capital expenditure will be financed as follows:

Capital Financing	2008-09	2009-10	2010-11	2011-12
	Approved £m	Estimate £m	Estimate £m	Estimate £m
Capital receipts	8.544	2.515	1.622	0.100
Government Grants	0.489	0.514	0.310	0.310
Capital Contributions	0.483	0.360		
Revenue Contributions				
Supported borrowing			0.229	1.100
Unsupported borrowing				
Total	9.516	3.389	2.161	1.510

The estimates are as per the Capital Programme 2009-10 to 2011-12 to take account of the use of capital receipts per the Cabinet Report of 3rd December 2008. The element to be financed from borrowing in 2010/11 impacts on the movement in the Capital Financing Requirement.

3. Ratio of Financing Costs to Net Revenue Stream:

3.1 This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet borrowing costs. The definition of financing costs is set out at paragraph 87 of the Prudential Code.

3.2 The ratio is based on costs net of investment income.

No. 2	Ratio of Financing Costs to Net Revenue Stream	2008-09	2008-09	2009-10	2010-11	2011-12
		Approved	Revised	Estimate	Estimate	Estimate
	General Fund	-3.74%	-7.80%	-1.27%	-0.94%	-0.58%

4. Capital Financing Requirement:

4.1 The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose. The calculation of the CFR is taken from the amounts held in the Balance Sheet relating to capital expenditure and its financing. It is an aggregation of the amounts shown for Fixed and Intangible assets, the Revaluation Reserve, the Capital Adjustment Account, Government Grants Deferred and any other balances treated as capital expenditure.

No. 3	Capital Financing Requirement	31/3/08	31/3/08	31/3/09	31/3/10	31/3/11
		Approved	Revised	Estimate	Estimate	Estimate
		£m	£m	£m	£m	£m
	General Fund	0.024	--	--	0.299	1.296
	Total CFR	0.024	--	--	0.299	1.296

4.2 The year-on-year change in the CFR is due to the following

Capital Financing Requirement	2008-09	2008-09	2009-10	2010-11	2011-12
	Approved	Revised	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m
Balance B/F	0.024	0	--	--	0.229
Capital expenditure financed from borrowing (per 2.2)	--	--	--	0.229	1.100
Revenue provision for debt Redemption.	--	--	--	--	0.033
Other items (<i>specify</i>)	--	--	--	--	--
Balance C/F	0.024	0	--	0.229	1.296

4.3 In order to ensure that over the medium term net borrowing will only be for a capital purpose, the Council should make sure that net external borrowing does not, except in the short term, exceed the Capital Financing Requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.

4.4 The Head of Financial Services reports that this Council had no difficulty meeting this requirement in 2008-09 nor are difficulties envisaged for the current or future financial years.

5 Actual External Debt:

5.1 This indicator is obtained directly from the Council's balance sheet. It is the closing balance for actual gross borrowing plus other long-term liabilities. This Indicator is measured in a manner consistent for comparison with the Operational Boundary and Authorised Limit.

No. 4	Actual External Debt as at 31/3/2008	£'000s
	Borrowing	109
	Other Long-term Liabilities	--
	Total	109

The short term borrowing as at 31st March 2008 was for the management of the Council's cash flow requirements.

6. Incremental Impact of Capital Investment Decisions:

6.1 This is an indicator of affordability that shows the impact of capital investment decisions on Council Tax and Housing Rent levels. The incremental impact is calculated by comparing the total revenue budget requirement of the current approved capital programme with an equivalent calculation of the revenue budget requirement arising from the proposed capital programme.

No. 5	Incremental Impact of Capital Investment Decisions	2008-09	2009-10	2010-11	2011-12
		Approved £	Estimate £	Estimate £	Estimate £
	Increase in Band D Council Tax	£8.99	£0.31	£0.50	£1.15

6.2 The impact on Band D council tax reflects the reduction in investment income due to depletion of capital receipts to finance the capital programme.

7 Authorised Limit and Operational Boundary for External Debt:

7.1 The Council has an integrated treasury management strategy and manages its treasury position in accordance with its approved strategy and practice. Overall borrowing will therefore arise as a consequence of all the financial transactions of the Council and not just those arising from capital spending reflected in the CFR.

7.2 The **Authorised Limit** sets the maximum level of external borrowing on a gross basis (i.e. not net of investments) for the Council. It is measured on a daily basis against all external borrowing items on the Balance Sheet (i.e. long and short term borrowing, overdrawn bank balances and long term liabilities. This Prudential Indicator separately identifies borrowing from other long term liabilities such as finance leases. It is consistent with the Council's existing commitments, its proposals for capital expenditure and financing and its approved treasury management policy statement and practices.

7.3 The Authorised Limit has been set on the estimate of the most likely, prudent but not worst case scenario with sufficient headroom over and above this to allow for unusual cash movements.

7.4 The Authorised Limit is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).

No. 6	Authorised Limit for External Debt	2008-09	2008-09	2009-10	2010-11	2011-12
		Approved £m	Revised £m	Estimate £m	Estimate £m	Estimate £m
	Borrowing	6.0	6.0	6.0	6.5	7.5
	Other Long-term Liabilities	--	--	--	--	--
	Total	6.0	6.0	6.0	6.5	7.5

7.5 The **Operational Boundary** links directly to the Council's estimates of the CFR and estimates of other cashflow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst case scenario but without the additional headroom included within the Authorised Limit.

7.6 The Head of Financial Services has delegated authority, within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long-term liabilities. Decisions will be based on the outcome of financial option appraisals and best

value considerations. Any movement between these separate limits will be reported to the next meeting of the Cabinet

No. 7	Operational Boundary for External Debt	2008-09	2008-09	2009-10	2010-11	2011-12
		Approved £m	Revised £m	Estimate £m	Estimate £m	Estimate £m
	Borrowing	5.0	5.0	5.0	5.5	6.5
	Other Long-term Liabilities	--	--	--	--	--
	Total	5.0	5.0	5.0	5.5	6.5

8. Adoption of the CIPFA Treasury Management Code:

8.1 This indicator demonstrates that the Council has adopted the principles of best practice.

No. 8	Adoption of the CIPFA Code of Practice in Treasury Management
	The Council approved the adoption of the CIPFA Treasury Management Code at its meeting on 18 th May 2005.

9. Upper limits for Fixed Interest Rate Exposure and Variable Interest Rate Exposure

9.1 These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates. This Council calculates these limits on net principal outstanding sums.

9.2 The upper limit for variable rate exposure has been set to ensure that the Council is not exposed to interest rate rises which could adversely impact on the revenue budget. The limit allows for the use of variable rate debt to offset exposure to changes in short-term rates on investments

No.	Upper Limit for Fixed Interest Rate Exposure	2008-09	2008-09	2009-10	2010-11	2011-12
		Approved %	Revised %	Estimate %	Estimate %	Estimate %
No. 9	Upper Limit for Fixed Interest Rate Exposure	100%	100%	100%	100%	100%
No. 10	Upper Limit for Variable Rate Exposure	100%	100%	100%	100%	100%

9.3 The limits above provide the necessary flexibility within which decisions will be made for drawing down new loans on a fixed or variable rate basis; the decisions will ultimately be determined by expectations of anticipated interest rate movements as set out in the Council's treasury management strategy.

10 Maturity Structure of Fixed Rate borrowing:

10.1 This indicator highlights the existence of any large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates and is designed to protect against excessive exposures to interest rate changes in any one period, in particular in the course of the next ten years.

- 10.2 It is calculated as the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate. The maturity of borrowing is determined by reference to the earliest date on which the lender can require payment.

No. 11	Maturity structure of fixed rate borrowing	Lower Limit %	Upper Limit %
	under 12 months	0%	100%
	12 months and within 24 months	0%	100%
	24 months and within 5 years	0%	100%
	5 years and within 10 years	0%	100%
	10 years and above	0%	100%

- 10.3 As the Council currently has no outstanding long-term borrowing, the limits above provide the necessary flexibility within which decisions will be made for drawing down new fixed rate loans.

11. Upper Limit for total principal sums invested over 364 days:

- 11.1 The purpose of this limit is to contain exposure to the possibility of loss that may arise as a result of the Council having to seek early repayment of the sums invested. The upper limit for 2008-09 was set to permit the Council's two fund managers the flexibility to operate within their individual fund mandates. The lower thresholds for 2009-10 onwards reflect the Council's diminishing investment balances.

No. 12	Upper Limit for total principal sums invested over 364 days	2008-09	2008-09	2009-10	2010-11	2011-12
		Approved £m	Revised £m	Estimate £m	Estimate £m	Estimate £m
		16.0	16.0	3.0	3.0	3.0

Arlingclose's Forecast for Interest Rates (December 2008)

	Mar-09	Jun-09	Sep-09	Dec-09	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11
Official Bank Rate									
Upside risk							+0.25	+0.25	+0.25
Central case	1.00	1.00	1.00	1.00	1.00	1.50	2.00	2.50	2.50
Downside risk	-0.50	-0.75	-0.75	-0.75	-0.75	-0.50	-0.50	-0.50	-0.50
1-yr LIBID									
Upside risk									
Central case	2.50	1.75	1.50	1.50	1.50	1.75	2.00	2.75	3.00
Downside risk	-0.25	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50
5-yr gilt									
Upside risk									
Central case	3.00	2.75	2.50	2.00	2.00	2.50	2.75	3.00	4.00
Downside risk		-0.50	-0.50	-0.50	-0.50	-0.50			
10-yr gilt									
Upside risk									
Central case	3.40	3.10	3.00	3.00	3.00	3.50	3.75	4.00	4.50
Downside risk	-0.25	-0.25	-0.50	-0.50	-0.50	-0.50			
20-yr gilt									
Upside risk		+0.10	+0.10	+0.10	+0.10	+0.10			
Central case	4.00	4.00	4.00	4.25	4.25	4.50	4.75	4.75	4.75
Downside risk		-0.10	-0.10	-0.10	-0.10	-0.10			
50-yr gilt									
Upside risk	+0.10	+0.10	+0.10	+0.10	+0.10	+0.10	+0.10	+0.10	+0.10
Central case	3.90	3.90	4.00	4.00	4.25	4.50	4.50	4.50	4.50
Downside risk	-0.10	-0.10	-0.10	-0.10	-0.10	-0.10	-0.10	-0.10	-0.10

- The inflationary threats of 2008 turn into the deflationary reality of 2009. Central Banks under pressure to reduce rates decisively – even to zero or near-zero – to avoid the perils of a destructive and prolonged recession.
- The downturn in the UK gathers pace and the economy contracts for much of 2009. Prospects for Bank of England “Quantitative easing” increasingly likely.
- Pension, hedge and insurance fund values struggle and lead to enhanced demand for longer dated gilts.

Underlying assumptions

- Despite central bank intervention to raise bank capital and improve liquidity, conditions in money and credit markets remain very difficult as banks’ lending behaviour changes fundamentally.
- Consumer spending and business investment stall, hampered by the credit drought.
- Falling house prices compel households to review savings levels and repair balance sheets (where possible).
- Commodity prices continue to fall. CPI is projected to fall below the MPC’s 1% lower threshold in 2009, providing some relief for the overstretched consumer, but eroding debt burdens more slowly.
- Fear of rising unemployment dampens confidence and any prospect of sizeable wage demands.
- UK public finances are in horrid shape and will worsen as the recession bites, resulting in a slew of gilt issuance in 2009. This will ultimately push gilt yields higher, although not aggressively so.
- Global growth and activity continue to weaken. The Federal Reserve has already cut rates to a range between 0% and 0.25% and has engaged in ‘quantitative easing’. The ECB could bring rates down to 2% as European economies struggle with falling domestic and international demand.

Specified and Non Specified Investments

Specified Investments identified for use by the Council:

Specified Investments will be those that meet the criteria in the ODPM Guidance, i.e. the investment

- is sterling denominated
- has a maximum maturity of 1 year
- meets the “high” credit criteria as determined by the Council or is made with the UK government or is made with a local authority in England, Wales and Scotland.
- the making of which is not defined as capital expenditure under section 25(1)(d) in SI 2003 No 3146 (i.e. the investment is not loan capital or share capital in a body corporate).

“Specified” Investments identified for the Council’s use are:

- Deposits in the DMO’s Debt Management Account Deposit Facility
- Deposits with UK local authorities
- Deposits with banks and building societies
- *Certificates of deposit with banks and building societies
- *Gilts : (bonds issued by the UK government)
- *Bonds issued by multilateral development banks
- AAA-rated Money Market Funds with a Constant Net Asset Value (Constant NAV) investing predominantly in government securities
- AAA-rated Money Market Funds with a Constant Net Asset Value (Constant NAV) investing in instruments issued primarily by financial institutions;
- Other Money Market Funds and Collective Investment Schemes– i.e. credit rated funds which meet the definition of a collective investment scheme as defined in SI 2004 No 534 and SI 2007 No 573.

1. ** Investments in these instruments will be on advice from the Council’s treasury advisor.*
2. *The use of the above instruments by the Council’s fund manager(s) will be by reference to the fund guidelines contained in the agreement between the Council and the individual manager.*

For credit rated counterparties, the minimum criteria will be the short-term ratings of: P-1 (Moody’s) or A-1 (S&P) or F1 (Fitch) backed up by a support rating of 1, 2 or 3 as stated in the Council’s Treasury Management Practices. The individual counterparty limit for banks and building societies will be £3m; if uncertain market conditions necessitate the use of a much smaller, restricted subset of the Council’s lending list, the Head of Financial Services will propose an amendment to the limit to accommodate the use of the smaller number of institutions.

Investments with the DMADF are guaranteed by HM Treasury. Following advice from the Council’s treasury advisor, from a credit perspective no upper £ limit is proposed on investments with the DMADF

The Council will also take into account information on corporate developments of and market sentiment towards investment counterparties.

Non-Specified Investments determined for use by the Council:

Having considered the rationale and risk associated with Non-Specified Investments, the following have been determined for the Council's use :

	In-house use	Use by fund managers	Maximum maturity	Max % of portfolio	Capital expenditure?
<ul style="list-style-type: none"> ▪ Deposits with banks and building societies ▪ Certificates of deposit with banks and building societies 	✓		<u>5 yrs</u>	<u>60%</u> in aggregate	No
Gilts and bonds <ul style="list-style-type: none"> ▪ Gilts ▪ Bonds issued by multilateral development banks ▪ Bonds issued by financial institutions guaranteed by the UK government ▪ Sterling denominated bonds by non-UK sovereign governments 	✓ (on advice from treasury advisor)	✓	<u>10 years</u>	<u>75%</u> in aggregate	No
Money Market Funds and Collective Investment Schemes (pooled funds which meet the definition of a collective investment scheme as defined in SI 2004 No 534 and SI 2007 No 573) but which are not credit rated	✓ (on advice from treasury advisor)	✓	These funds do not have a defined maturity date	<u>50%</u>	No

1. In determining the period to maturity of an investment, the investment should be regarded as commencing on the date of the commitment of the investment rather than the date on which funds are paid over to the counterparty.
2. The use of the above instruments by the Council's fund manager(s) will be by reference to the fund guidelines contained in the agreement between the Council and the individual manager.

BROMSGROVE DISTRICT COUNCIL

CABINET

4TH MARCH 2009

PERFORMANCE MANAGEMENT STRATEGY

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

1. SUMMARY

- 1.1 To present the proposed Performance Management Strategy to Cabinet

2. RECOMMENDATION

- 2.1 That Cabinet approves the Performance Management Strategy and the Implementation Action plan contained within it.

3. BACKGROUND

- 3.1 The Council has, for some while, had a performance management framework which defines the linkages between the various key strategic planning documents, e.g. Corporate Plan and Business Plans (see section 1.4 in the attached Strategy document).
- 3.2 This Performance Management Strategy has been developed in order to steer the Council's further progress on its performance improvement journey. The strategy has been developed by taking into account recognised best practice in other authorities rated good or excellent that also score highly on performance management in their CPA assessments, as well as anticipating future implications and expectations of the new Corporate Area Assessment regime due to be implemented by the Audit Commission in 2009.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications.

6. COUNCIL OBJECTIVES

- 6.1 Performance reporting & management links to the Improvement objective

7. RISK MANAGEMENT

- 7.1 The main risks associated with the details included in this report are:
- Poor progress on implementation of the action plan associated with the strategy

7.2 This risk is being managed as follows:

- Regular reporting to Performance Management Board

8 CUSTOMER IMPLICATIONS

8.1 Performance Improvement is a Council Objective

9. EQUALITIES AND DIVERSITY IMPLICATIONS

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

10. VALUE FOR MONEY IMPLICATIONS

10.1 ▪ There are no VFM implications

11. OTHER IMPLICATIONS

Procurement Issues	None
Personnel Issues	None
Governance/Performance Management	– Production of the performance report supports the aim of improving performance & performance management
Community Safety including Section 17 of Crime & Disorder Act 1988	None
Policy	None
Environmental	None

12. OTHERS CONSULTED ON THE REPORT

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

Portfolio Holder	Yes(At Leader’s Group)
Chief Executive	Yes (at CMT)
Executive Director (Partnerships & Projects)	Yes (at CMT)
Executive Director (Services)	Yes (at CMT)
Assistant Chief Executive	Yes
Head of Service	Yes
Head of Financial Services	Yes (at CMT)
Head of Legal, Equalities & Democratic Services	Yes (at CMT)
Head of Organisational Development & HR	Yes (at CMT)
Corporate Procurement Team	Yes (at CMT)

13. WARDS AFFECTED

All Wards'.

14. APPENDICES

Appendix 1 Performance Management Strategy

15. BACKGROUND PAPERS

None

Contact officer

Name: John Outhwaite, Senior Policy & Performance Officer

email: j.outhwaite@bromsgrove.gov.uk

Tel: (01527) 881602

This page is intentionally left blank

Bromsgrove District Council

Performance Management Strategy



CONTENTS

- 1 CONTEXT
 - 1.1 Introduction
 - 1.2 Why performance management is important to us
 - 1.3 Purpose of this strategy
 - 1.4 Our performance framework
 - 1.5 National, regional & local context

- 2 WHAT WE ARE AIMING TO ACHEIVE
 - 2.1 Our vision for performance
 - 2.2 Key principles

- 3 HOW WE WILL ACHIEVE OUR VISION
 - 3.1 Delivering our strategy
 - 3.1.1 A performance culture inspired by strong leadership
 - 3.1.2 Clear accountabilities
 - 3.1.3 Regular and robust performance information
 - 3.1.2 Clear accountabilities
 - 3.1.3 Regular and robust performance information
 - 3.1.4 Active management of performance
 - 3.1.5 Support & learning

- 3.2 Key steps to delivering our strategy

- Appendix 1 Glossary of terms
- Appendix 2 Implementation action plan
- Appendix 3 Annual planning & reporting cycle
- Appendix 4 Performance monitoring arrangements
- Appendix 5 Use of Resources KLOE
- Appendix 6 Corporate Communications Policy & Performance team structure chart
- Appendix 7 Outline KLOE for Performance Management

1 CONTEXT

1.1 Introduction

Welcome to our Performance Management Strategy. This document sets out our vision for managing performance across the Council and outlines the key steps to achieving our goals.

The Performance Management Strategy supports the Council Plan and Improvement Programme. Links to other projects have been highlighted where appropriate. The Performance Management Board is responsible for monitoring its delivery through the action plans contained in Appendix 2.

1.2 Why performance management is important to us

Performance management is defined as *'taking action in response to actual performances to make outcomes for users and the public better than they would otherwise be'* (IDeA, 2004). Performance management is one element of the Council's overall arrangements, which help us to plan, monitor and manage delivery of our services.

Getting performance right is important to us for a number of reasons.

Improving services

Bromsgrove District Council is committed to improving services for local people. Every year we review our plans and priorities to make sure we are focused on achieving the right goals, in line with local needs and expectations. Performance management helps us track our progress in delivering these priorities, enabling us to shift resources or change the way we deliver services to achieve agreed outcomes. Managing our performance is key to ensuring we deliver our priorities and ultimately demonstrate excellent improvement in services.

Motivating our people

Performance management is not simply about setting targets to get things done. Effective performance management allows staff to understand what is expected from them and how they fit into the overall framework for managing service delivery.

Meeting Government expectations

Over recent years the public sector has seen a wide range of new Government initiatives, which demands a more sophisticated approach to performance – one that looks to measure outcomes rather than inputs and outputs. The Local Government and Public Involvement in Health Act 2007 provides a statutory basis for local partnership working. It puts a duty to co-operate on key public bodies and also requires local authorities to prepare a Local Area Agreement to specify local improvement targets. The Audit Commission will commence Comprehensive Area Assessment (CAA) in 2009. Performance management will form a key part of the Organisational Assessment under CAA .

Delivering shared outcomes with Partners

Managing performance in partnerships has become more important too. At Government and at local level, partnerships are seen as a way of achieving better and more joined-up services. The Local Strategic Partnership brings together public sector agencies, businesses, the voluntary sector and wider community interest groups to deliver community goals. The complex demands of delivering services through partnership means that a wider approach to performance is essential to reflect horizontal as well as vertical accountabilities.

Delivering Value for Money

Making clear links between resources and outcomes helps to put our performance into context so that we can ensure that the Council is delivering value for money. It also helps us to achieve savings in line with the Governments' efficiency agenda. "Efficiency" is defined as achieving the same outputs for less resource or additional outputs for the same resource.

1.3 Purpose of this strategy

Effective performance management requires not only good management processes and systems, but also an organisational culture that supports these systems and integrates them into the day-to-day work of front-line staff and managers to encourage and enable them to deliver real service improvements and outcomes.

We recognise that more needs to be done to move the Council towards a real performance culture, particularly integrating individual performance more effectively and moving from measuring outputs to outcomes.

Figure 1



This document sets out the future vision for performance management at the Council and describes the framework and approach we have put in place to support us in achieving our vision.

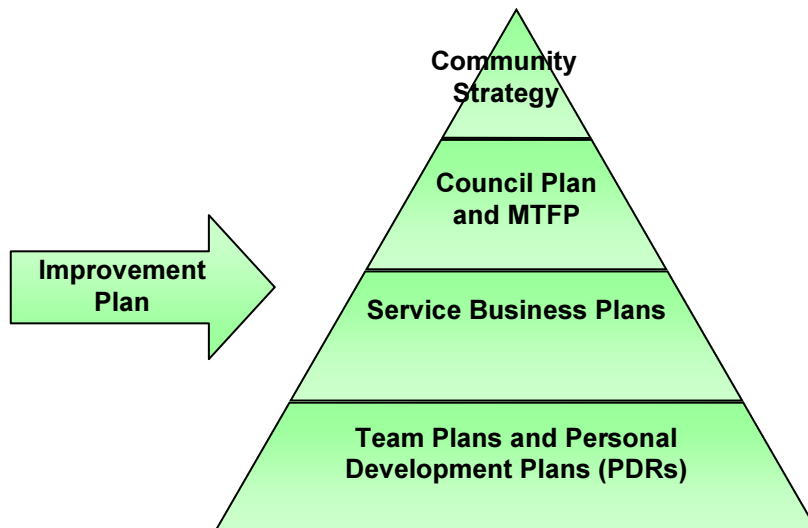
A glossary of key terms can be found in **Appendix 1**.

1.4 Our performance framework

Our performance framework reflects the 'plan-do-review-revise' elements of the performance cycle and provides the mechanism for linking objectives, priorities and resources throughout the framework – the so-called 'golden thread'.

Over the last three years the Council has moved from having no framework to where we are now, aspiring to Excellence and we need to be able to ensure we can respond to the forward challenges in managing our performance. The Lead Official has commented that the corporate resource available to support performance management is the minimum level required and employs less full time equivalent staff than in other local District Councils. The Corporate Communications Policy & Performance team has increased by only 1 fte in the last three years and has an annual budget of £426,000 (see Appendix 6 for a structure chart).

Figure 2



Our **Community Strategy** sets the long-term vision and community goals for all partners in Bromsgrove.

The **Council Plan** describes how we will support the Community Strategy and focus resources on key priorities and actions for improvement.

Business Plans are the cornerstone of the performance framework and demonstrate how each section of the Council will deliver improvements in line with priorities.

Team and individual plans allow employees to develop an understanding of how they should be contributing towards our goals and priorities.

An essential part of an effective performance management framework is to have accurate, transparent and timely planning, reviewing and reporting process at all levels. A flowchart outlining the Council's performance management framework processes is shown in **Appendix 3**. Monitoring arrangements are shown in **Appendix 4**.

1.5 National, regional & local context

We are writing this strategy now as the Council is at a crossroads in terms of its performance improvement. Similarly, local government in general is at a crossroads in terms of performance management.

At a local level, the Council has been very successful at building a corporate performance framework over the last three years, which should help the Council achieve a Comprehensive Performance Assessment (CPA) rating of 'Good' or 'Fair', just before CPA is replaced in 2009 by Corporate Area Assessment (CAA). Achieving this improved CPA rating will provide two new challenges:

- 1) Making the more subtle changes required to shift the Council to Excellence; and
- 2) Responding to the significant changes at a national and regional level that are now taking place

At a local level the Council has five main challenges:

- 1) The need for a programme management framework which ensures projects are managed in a similar way that performance is.
- 2) Delivery of Value for Money (VFM). The Council has progressively shifted from putting its finances in order, to putting its performance in order. This has meant that the Council has needed greater resources than an already stable council. The Council is now "normalising" and needs to switch its focus to continuing to improve performance whilst driving out efficiencies.
- 3) Delivery of improved service in some of the more complex areas of the Council, that require more than just management attention to solve them, i.e. they require different methods, new systems, ICT, investment etc. Examples include the customer experience, the Spatial project and the vehicle fleet at the depot.
- 4) Delivering long term outcomes for our residents, for example, a better retail and leisure experience in the town centre, more affordable housing, improved health, reduced carbon emissions etc
- 5) Achieving improved customer satisfaction and perception levels as measured through the Customer Panel and Place Survey.

These five challenges are mirrored by changes at national level:

- 1) Efficiency and Improvements

In the Comprehensive spending review in 2007 (CSR07), local authorities are again required to make efficiency gains over the next three years, the new target is for an annual 3% cashable gain. In achieving this we are supported by the West Midlands Regional Improvement and Efficiency Partnership (WMRIEP), who have funded a post of Improvement Manager for 18 months from April 2008 to September 2009.

Performance Management Strategy

The role of the West Midlands Regional Improvement and Efficiency Partnership (RIEP) is to support local government to work together to improve services to the community and to deliver these more efficiently, it brings together three key improvement elements to business process improvement:

Programme and Project Management
Leadership and Change Management
Business Process Improvement and lean systems thinking

2) The move to Corporate Area Assessment (CAA)

CAA replaces Comprehensive Performance Assessment (CPA) in 2009. Whereas CPA focussed on the performance of local authorities the CAA is concerned with an area assessment and thus measures how effectively partnerships are operating in the area.

CAA looks at how well local services are working together to improve the quality of life for local people.

- It is about people and places.
- It will give people a snapshot of life in their local area each year.
- It will help local services improve quality of life in their area.
- It will help people understand if they are getting value for money from their local services.

For the first time, local public services will be held collectively to account for their impact on better outcomes. This means that CAA will look across councils, health bodies, police forces, fire and rescue services and others responsible for local public services, which are increasingly expected to work in partnership to tackle the challenges facing their communities. For each area, the public will be able to log onto the web and look at their area. Outcomes like affordable housing, educational attainment etc. will have either a red flag or green flag.

CAA will still have an organisational focus through the annual "Organisational Assessment", which will combine the new Use of Resources assessment and a separate Performance Assessment. The results will be published annually.

3) National Indicators (NI's)

The Local Government White Paper Strong and Prosperous Communities published in October last year, committed to introducing a set of streamlined indicators that would reflect national priority outcomes for local authorities working alone or in partnership. A single set of 198 national indicators was announced as part of the Comprehensive Spending Review 2007. The national indicators, which were implemented from April 2008 are now the only measures on which central Government will performance manage outcomes delivered by local government working alone or in partnership.

The external auditors make an annual assessment of our arrangements for data management and quality of performance data, guided by a set of Key Lines of Enquiry for Data Quality. In order to ensure we meet these requirements the council has a data Quality Strategy underpinned by an Action Plan.

4) Local Government & Public involvement in Heath Act 2007

The Government is concerned that the current levels of consultation and civic participation are not bringing about a sufficient understanding of the difficulties politicians face in balancing the competing needs of communities and this is driving an increasing dissatisfaction with public services at a time when they are actually improving. The Act will come into force on 01 April 2009, the key consequences being:-

- Consultation will need to provide “genuine opportunities” for people to be involved, so councils will want to draw on widespread evidence of what constitutes good practice in consultation. .
- An expectation that we undertake “participatory budgeting” and “citizen juries”.

The Council needs to be able to respond to these challenges. It will do this at two levels:-

- 1) Embedding existing good practice in this Strategy
- 2) Through an action plan to deliver the strategy (see Appendix 2).

2 WHAT WE ARE AIMING TO ACHIEVE

2.1 Key Principles

This strategy will support the delivery of the Council's vision through five key principles of performance management

Outcome driven - Any process consists of four elements – inputs, processes, outputs and outcomes. It is essential to measure all four, however it is the outcome that is all important for end-users. Too often performance management focuses on inputs and outputs rather than outcomes. Our framework is based on a balanced set of measures at all levels – whether it be our Council Plan, Business Plans or Team/Individual plans.

Evidence based - For performance management to be effective, decision makers must have confidence in the information they use to make decisions. This means information produced is based on good data quality. All our processes and procedures around performance are designed to support good data quality, in line with the Data Quality Strategy.

Transparent – Performance information must be objective and readily accessible to users. The monthly performance reports and supporting spreadsheets play a key role making data accessible and enabling challenge through 'traffic lighted' assessment of trends and performance against target.

Focused - Performance management should be based on sound prioritisation in line with the Councils' priorities which, in turn, should be based on a robust understanding of the local context. We have worked to develop the processes to identify a more focused set of priorities meaning that we can both maintain focus, through a smaller number of key actions and targets and enjoy a sustainable performance management framework. Performance measures are continually subject to review to ensure relevancy – to reduce monitoring for monitoring sake.

Owned - Everyone must accept a role in managing performance and take action to ensure improvement.

3 HOW WE WILL ACHIEVE OUR VISION

3.1 Delivering our Strategy

There are many different components that contribute towards effective performance management in any organisation. This section sets out the five areas we have chosen to focus upon over the next three years.

3.1.1 A performance culture inspired by strong leadership

A performance management culture is one in which seeking out and adopting good practice is integral to the way in which the organisation is structured and managed. It is a culture in which every person in the organisation understands the organisational vision and priorities, and their own roles in helping achieve those priorities. It enables everyone to be empowered, encouraged and motivated to use performance information to act in achieving agreed targets within recognised limits of their authority.

Whilst it is everyone's job to manage performance, a performance culture must be driven by Council leaders. In Bromsgrove, the primary leadership role lies with Cabinet and Corporate Management Team.

Strong leaders and managers are clear about what kind of performance they expect and communicate the importance of everyone's contribution towards meeting corporate and community ambitions. We need to focus on the areas of innovation and good practice that exist in the Council and Partnership and use these examples to promote the benefits of performance management, thereby supporting a culture of creativity and achievement.

Key outcomes

- Across the Council managers set clear expectations about performance which are regularly reviewed in DMTs, one to one meetings and performance reviews e.g. through business planning.
- There is a consistent appraisal process with performance measures and clear links to other parts of the performance framework.
- The Council has an open and innovative culture where good performance is celebrated and notable practice is shared across the Council.

Areas for Improvement

- Excellence Statements (July 2009)
- Clear benefit statements and proposed levels of performance for new joint services (Joint CEO project), developed through the project management methodology business cases.
- Develop "Plan B" – how to proceed if the joint Chief Executive pilot does not go forward

• 3.1.2 Clear accountabilities

Effective performance management requires defined roles and responsibilities and clear ownership of outcome measures. A summary of roles and responsibilities is shown below:

Members	Senior Managers	Internal staff/groups
<p>Cabinet</p> <ul style="list-style-type: none"> Deliver the Council's Priorities Reviews performance quarterly and challenges underperformance Ensure value for money is delivered <p>Portfolio holder for performance Management</p> <ul style="list-style-type: none"> Overall responsibility for Performance Management and Data Quality <p>Council</p> <ul style="list-style-type: none"> Provide a clear vision and set priorities in Council Plan Approve budgets to align resources to priorities Challenge services Recognise achievement <p>Performance Management Board</p> <ul style="list-style-type: none"> Monitor delivery of Performance Management Strategy Monitor delivery of the data Quality Strategy. Monitor performance against targets <p>Audit Board</p> <ul style="list-style-type: none"> Independently contribute to the Council's process for ensuring an effective internal control environment is maintained <p>Portfolio Holders</p> <ul style="list-style-type: none"> Provide direction to Heads of Service Approve Business Plans Receive Departmental Monthly report, provide support & challenge <p>Scrutiny</p> <ul style="list-style-type: none"> Policy Development Review decisions 	<p>Corporate Management team</p> <ul style="list-style-type: none"> Take Strategic responsibility for delivering the Council's priorities Review performance regularly Agree actions to address underperformance or data quality issues Ensure performance is kept high on agenda within departments Approve objectives and targets in business plans <p>Heads of Service</p> <ul style="list-style-type: none"> Identify opportunities for improvement Manage departmental performance and deliver improvements as set out in Business Plans and Improvement plans. Take responsibility for underperformance, drawing up action plans where necessary <p>Managers</p> <ul style="list-style-type: none"> Develop and manage team action plans Hold regular, performance focussed team meetings Undertake PDR's and manage staff development & improvement actions 	<p>All staff</p> <ul style="list-style-type: none"> Have an understanding of how what they do contributes to overall priorities of the Council Understand and deliver on personal targets and help to implement action plans for improvement Actively contribute towards performance by suggesting ideas for improvement and sharing good practice <p>Corporate Communications Policy & Performance Team</p> <ul style="list-style-type: none"> Provide expert support and lead on advice/good practice in all aspects of performance management <p>Performance Management Champions</p> <ul style="list-style-type: none"> Be the departmental champion for Performance, Performance Management, Data Quality and Business Planning Ensure that all PI's have an owner and Deputy and an up to date PI procedure note <p>PI owners</p> <ul style="list-style-type: none"> Accurate calculation of performance in accordance with PI definition <p>Internal Audit</p> <ul style="list-style-type: none"> Assess overall arrangements for producing performance info Audit high risk indicators

Key outcomes

- Everyone in the Council has a clear understanding of the performance framework and believes achieving excellent performance is important.
- Members play a key role in monitoring and managing performance.
- All employees have a demonstrable appreciation as to how their work contributes towards Council Plan priorities.
- A clear link between the Community Engagement Strategy and Performance Management Framework.
- Outcomes and perception measures reflected in the Community Strategy, Council Plan and service business plans.
- All those involved understand the shift from processes and outputs to outcomes and perceptions

Areas for Improvement

- Member understanding on new arrangements from Audit Commission, e.g. CAA, NI's etc
- Development of Community Engagement Strategy linked to Local Government and Public Involvement in Health Act 2007 and Communities in Control white paper 2008..

3.1.3. Regular and robust performance information

The Council's performance information is used by a wide range of groups, individuals and stakeholders.

We will continue review the relevance and range of Local PIs and. Data quality remains a high priority and we have a separate data quality action plan to underpin improvements for managing data.

Key outcomes

- Plans are supported by a balanced suite of local performance measures which cover all aspects of our priorities including value for money and outcomes and perceptions.
- Integrated and timely performance reporting, with high quality commentary to put performance into context.
- Data quality is taken seriously with good arrangements in place at all levels.
- Local people feel informed about the Council's performance and progress in achieving its priorities.

Areas for Improvement

- Data quality level 4 achieved by 2011
- Overhaul website to include 'user friendly' performance information
- Evaluate the use of "Ten" or similar system for performance management, linked to County Local Area Agreement system
- As part of the 'team clinics' planned for 2009/10, review local information on outcomes and perceptions.
- Implementation of procedures to deal with National Indicators, including the Place Survey
- Alignment with other Worcestershire Districts and County in the approach to NI calculations and NI reporting
- Develop a clear means of displaying Value for Money and efficiency achievements
- Evaluate Wychavon District Council Mosaic Pilot

3.1.4. Active management of performance

Proactive and honest assessment of performance at all levels is a critical part of any performance culture. This can take the form of rigorous target setting or effective action planning to focus on areas of underperformance, ensuring prompt corrective action to bring performance back in line with planned profiles. Management of value for money is also one element we would like to focus on going forward.

Our best resource is our employees, and their development is vital for the future of the Council. It is well accepted that there are many benefits in agreeing objectives with employees, giving them feedback on their achievements and addressing their development needs in a structured way. It is also widely accepted that for an organisation's policies and objectives to be effectively and consistently implemented, there needs to be a system of cascading these through the organisation. The PDR scheme allows us to align the development of our employees to Council, department or service priorities and objectives, while integrating accountability through the objectives agreed by individuals as part of the process.

Key outcomes

- There are clear linkages between resources and outcomes – and the Council has strong evidence it continues to provide value for money in all areas.
- Improved challenge of performance through the continuation of 'performance clinics' to focus on underperforming PIs.
- Target setting is based on accurate profiling/forecasting of data and drives service improvement.
- We proactively manage poor performers and recognise and reward good performers
- Bring the Council's project & programme management standards up to the same level as those for project management

Areas for Improvement

- Programme Board and framework in place.
- Lean systems pilot (2008-09).
- Review Capability procedure.
- Programme Board implementation (subject to external audit review, quarter 3 2009).
- Incentivisation (in the longer term).

3.1.5. Support and learning

Learning underpins the development of a performance-oriented culture. Learning is about gathering and understanding information about what has and has not worked and using this information to change what is done. There are current mechanisms in place to share learning such as Performance Champions Group. However time needs to be set aside more frequently to promote evaluation of lessons learnt and good practice.

Training and development is vital to developing skills and knowledge at all levels. Performance management is already acknowledged as a key competence of managers and looking ahead, more structured development will be undertaken specifically to improve understanding of the performance framework and roles within this.

Key outcomes

- A knowledge base of tools and guidance to support active management of performance.
- Shared learning within and between departments of the Council, wider partners and other local authorities.
- More structured learning around performance management

Areas for Improvement

- Performance management training/awareness for Members and managers
- Closer collaboration on performance management and improvement with partners and other local authorities
- Continued use of Performance Clinics to raise performance and share learning
- Enhanced role for departmental Performance Champions and Performance Champions Group
- Lean systems training
- Customer team clinics
- Project management

3.2 Key steps to delivering our strategy

We plan to deliver the strategy through the implementation action plan, which is set out in Appendix 2. Progress against the action plan will be monitored by Performance Management Board on a six monthly basis.

Bibliography

Information sources used in the preparation of this strategy include:-

National Indicator Definitions.

Audit Commission documents on Comprehensive Area Assessment and Use of Resources.

Statutory guidance on Strong & Prosperous Communities (CLG).

Local Government & Public involvement in Health Act 2007.

Derby City Council – Performance Management Strategy.

Rotherham MBC – Performance framework.

Solihull MBC – Corporate Performance Management Framework.

Varney Report.

CAA	Comprehensive Area Assessment
CPA	Comprehensive Performance Assessment
CSC	Customer Service centre
DoT	Direction of Travel statement
ICT	Information and Communications Technology
IDeA	Improvement and Development Agency
KLOE	Key Lines of Enquiry
LAA	Local Area Agreement
LSP	Local Strategic Partnership
MTFP	Medium Term Financial Plan
NI	National Indicator
PDR	Personal Development review
PI	Performance Indicator
UoR	Use of Resources
VFM	Value for Money
WMRIEP	West Midland Regional Improvement and Efficiency Partnership

No	Action	How	Who	When	Priority
1	Performance Culture Inspired by Strong Leadership				
1.1	Excellence statements	Joint Chief Executive Service Business Cases.	HoS	End July 2009	H
1.2	Benefits statements /clear statement of service expectations	Joint Chief Executive Service Business Cases.	HoS	End July 2009	H
1.3	Develop "Plan B"	Benchmarking with Warwick DC, Wychavon DC etc.	Hugh Bennett	31 March 2009	M
2	Clear Accountabilities				
2.1	Improved Member understanding	PMB training All Member briefing on CAA.	Hugh Bennett	Jan 09 Mar 09	M
2.2	Development of community engagement strategy linked to Local Government and Public Involvement in Health Act 2007	Write strategy and review action plan each month.	Jenny McNicol	Nov 08	M
3	Regular and robust performance information				
3.1	Data quality level 4 achieved by 2011	Data Quality Strategy Action Plan	John Outhwaite	March 2012	H
3.2	Improved performance information on council website	Develop user friendly web pages and procedures to maintain them	John Outhwaite	July 2009	M
3.3	Evaluate "Ten" or similar system for performance management, linked to County LAA system	Undertake evaluation as per project methodology	John Outhwaite	Need to wait and see what impact CAA has	M
3.4.	Implementation of procedures to deal with National Indicators, including the Place Survey	Procedure notes completed, PI clinics for difficult ones	John Outhwaite/ PI owner & Hugh Bennett	December 2008	H

No	Action	How	Who	When	Priority
3.5	Alignment with other Worcestershire Districts and County in the approach to NI calculations and reporting	Through county HOPI and POG meetings	Hugh Bennett John Outhwaite	December 2008 & ongoing	H
3.6	Improved Value for Money information	CCPP Team and Financial Services to construct VFM "dashboard"	John Outhwaite Jayne Pickering	Mar 09	M
3.7	Mystery shopping	External contractor	Deb Poole Hugh Bennett	July 2009	M
3.8	Evaluation of MOSAIC	Evaluate Wychavon purchase	Hugh Bennett	September 2009	M
3.9	Customer team clinics	Joint work with HR&OD bringing together customer information for clinic with each team in training setting.	Jo Pitman Hugh Bennett Deb Poole	September 2009	H
4	Active management of performance				
4.1	Lean systems pilot	Identify and undertake two pilot studies and implement	Improvement Manager to facilitate	July 2009	M
4.2	Capability Procedure review	HR to conduct and update	HROD (Dee Severn)	November 2008	M
4.3	Incentivisation (2011/2012)	Discuss with HR&OD nearer the time	HROD	2011/2012	M
4.4	Programme Board (external audit)	External Audit review	Audit Commission	March 2009	M
5	Support and training				
5.1	Performance management awareness and training for managers	Customer team clinics Project Management Training Lean System Training	Sharon Sharpe Brian Nicholls Brian Nicholls	Sep 09 Mar 09 Jul 09	H

No	Action	How	Who	When	Priority
5.2	Closer collaboration on performance management and improvement with partners and other local authorities	Heads of Policy and Improvement Group	Hugh Bennett	On-going	M
5.3	Performance clinics to raise performance and share learning	Clinics with relevant officers and ACE.	Hugh Bennett John Outhwaite	As and When	M
5.4	Enhanced role for departmental Performance Champions and Performance Champions Group	Report to CMT on proposed changes.	John Outhwaite	Dec 08	M
5.5	Lean systems awareness training	CMT only at this stage	Brian Nicolls & RIEP	June 2009	M
5.6	Customer Team Clinics	Day out with each team with CCPP , facilitated by trainer	Hugh Bennett Helen Parkinson	July 2009	M
5.7	Project Management training	Simon Haslem	Hugh Bennett Helen Parkinson	March 2009	H

Annual Planning & Reporting Cycle

Performance Management Strategy Appendix 3

Report	January	February	March	April	May	June	July	August	September	October	November	December
Annual review of Members roles		note: dependent on statutory guidance from Government.										
Annual external Audit report			✓									
Annual CAA organisational assessment			✓									
CAA Area assessment											✓	
Annual Governance Statement						✓						
Bright Ideas monthly award	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Improvement Plan Agreed							✓					
Business Planning Guidance Issued						✓						
Customer Panel Satisfaction Surveys									✓			
Budget Jury						✓	✓			✓	✓	
Consult staff on priorities at staff forums.						✓						
Manager's Forum to build on this.						✓	✓					
C&YP Participatory Budgeting	✓											
E&D Budget Community Bids									✓	✓		
CWP & Action Plans									✓			
Internet Budget Consultation											✓	
Financial prospects for the next three years									✓			
Outline Budget remit set									✓			
Council Plan part 1									✓			
DMT awaydays to develop business plans									✓			
Detailed review of Business Plans											✓	
Management Conferences									✓			
Budget options considered												
- by CMT (Cap +Rev)									✓			
- by Group										✓		
- by Cabinet											✓	
Budget Approved by Full Council	✓											
Band D calculation	✓											
Capital programme finalised	✓											
Council Tax set		✓										
Report	January	February	March	April	May	June	July	August	September	October	November	December
Service Business Plans finalised			✓									
Council Plan published			✓									
Community Strategy update											✓	
Communication Planner	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

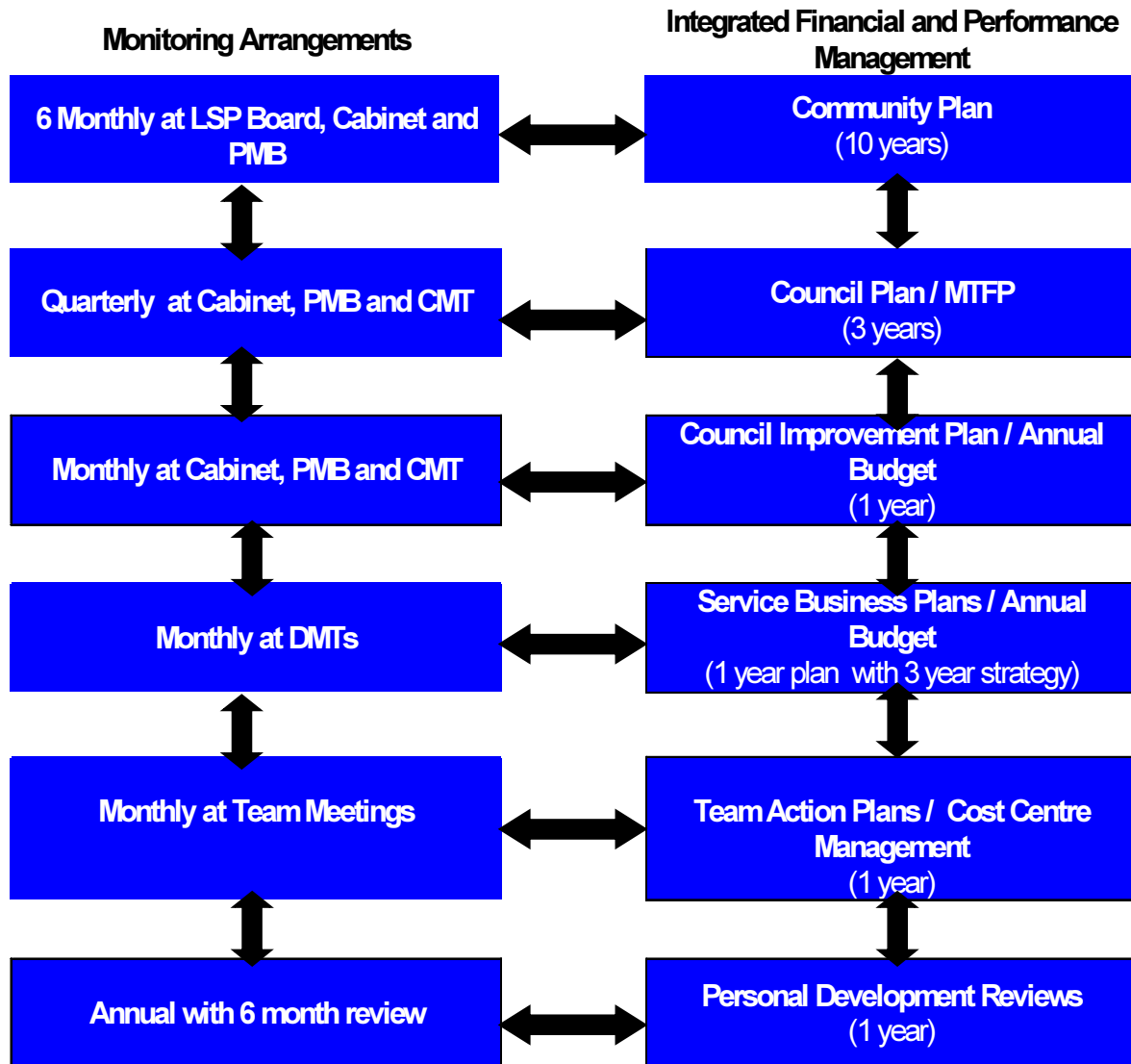
Annual Planning & Reporting Cycle

Performance Management Strategy Appendix 3

Report	January	February	March	April	May	June	July	August	September	October	November	December
Service Plans finished			✓									
Council Plan issued			✓									
Community Plan update											✓	
Communication Planner	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Annual Report to Full Council						✓						
Published Annual Report									✓			
Determine Member training Plan						✓						
Determine officer training Plan				✓								
Exception report Improvement Plan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Internal Audit Plan reported			✓									
Issue Member bulletin	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Issue Together Bromsgrove		✓			✓			✓			✓	
LSP Board Meeting (with Pls)	✓			✓		✓			✓		✓	
PDR's completed				✓								
PI report	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Quarterly Performance reports:												
Quarterly Fin/ perf report		✓			✓			✓			✓	
Quarterly review of Risk registers		✓			✓			✓			✓	
Review CSC performance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Quarterly meeting Leader & PMB chair re Scrutiny and Audit	✓			✓			✓			✓		
Report on accounts closure						✓						
Review Council forward plan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Staff survey results									✓			
Team of the Month	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Treasury policy statement			✓									
VFM:												
Annual VFM Plan approved	✓											
VFM Review Future Programme												✓
VFM quarterly review		✓			✓			✓			✓	

Performance Monitoring Arrangements

Appendix 4



Use of Resources KLOE (for 2008/2009)
KLOE 1.1 -Does the organisation plan its finances effectively to deliver its strategic priorities and secure sound financial health?

KLOE focus - The organisation:

- integrates financial planning with strategic and service planning processes on a medium- to long-term basis;
- engages local communities and other stakeholders in the financial planning process;
- manages spending within available resources and is financially sound over the medium-term; and
- recognises individual and collective responsibilities for financial management and values and develops financial skills

KLOE 1.2 Does the organisation have a sound understanding of its costs and performance and achieve efficiencies in its activities?

KLOE focus - The organisation:

- understands its costs, including whole life, transaction and unit costs, the main factors that influence these and how they link to performance;
- takes account of this understanding of its costs and performance in decision making and commissioning; and
- identifies the scope for making efficiencies and is on track to achieve planned efficiencies.

KLOE 1.3 Is the organisation's financial reporting timely, reliable and does it meet the needs of internal users, stakeholders and local people?

KLOE focus - The organisation:

- produces relevant, timely and reliable financial monitoring and forecasting information;
- uses financial and related performance information to monitor performance during the year;
- produces financial reports that are clear, relevant and concise to support strategic decision making;
- prepares accounts that meet statutory requirements, financial reporting standards and present fairly, or give a true and fair view of, the financial performance and position; and
- publishes reports that provide an objective, balanced and understandable assessment of the organisation's performance in the year.

Use of Resources KLOE (for 2008/2009)

KLOE 2.1 Does the organisation commission and procure quality services and supplies, tailored to local needs, to deliver sustainable outcomes and value for money?

KLOE focus - The organisation:

- has a clear vision of intended outcomes for local people which shapes its commissioning and procurement, and is based on an ongoing analysis and understanding of needs;
- involves local people, partners, staff and suppliers in commissioning services;
- seeks to improve the customer experience, quality and value for money of services through service redesign, making effective use of IT;
- understands the supply market and seeks to influence and develop that market;
- evaluates different options (internal, external and jointly with partners) for procuring services and supplies; and
- reviews the competitiveness of services and achieves value for money, while meeting wider social, economic and environmental objectives.

KLOE 2.2 Does the organisation produce relevant and reliable data and information to support decision making and manage performance?

KLOE focus - The organisation:

- produces relevant and reliable data and works with partners to ensure the quality of partnership data;
- understands the needs of its decision makers and provides them with information that is fit-for-purpose and is used to support decision making;
- ensures data security and compliance with relevant statutory requirements; and
- monitors performance against its priorities and targets, and addresses underperformance.

Use of Resources KLOE (for 2008/2009)**KLOE 2.3 Does the organisation promote and demonstrate the principles and values of good governance?**

KLOE focus - The organisation:

- has adopted, promotes and demonstrates, the principles of good governance;
- maintains focus on its purpose and vision;
- demonstrates a strong ethical framework and culture; and
- applies the principles and values of good governance to its partnership working.

KLOE 2.4 Does the organisation manage its risks and maintain a sound system of internal control?

KLOE focus - The organisation:

- has effective risk management which covers partnership working;
- has a clear strategy and effective arrangements, including allocation of appropriate resources, to manage the risk of fraud and corruption; and
- has a sound system of internal control including internal audit.

Use of Resources KLOE (for 2008/2009)

KLOE 3.1 Is the organisation making effective use of natural resources?

KLOE focus - The organisation:

- understands and can quantify its use of natural resources and can identify the main influencing factors;
- manages performance to reduce its impact on the environment; and
- manages the environmental risks it faces, working effectively with partners.

KLOE 3.2 Does the organisation manage its assets effectively to help deliver its strategic priorities and service needs?

KLOE focus - The organisation:

- has a strategic approach to asset management based on an analysis of need to deliver strategic priorities, service needs and intended outcomes;
- manages its asset base to ensure that assets are fit for purpose and provide value for money; and
- works with partners and community groups to maximise the use of assets for the benefit of the local community.

KLOE 3.3 Does the organisation plan, organise and develop its workforce effectively to support the achievement of its strategic priorities?

KLOE focus - The organisation:

- has a productive and skilled workforce;
- knows in the medium to longer term what staff it will need, with what skills, and has plans to achieve this;
- engages and supports staff in organisational change; and
- has policies which support diversity and good people management.

The Audit Commission included outline key lines of enquiry for performance management in the consultation document on CAA published in summer 2008. These are as follows:

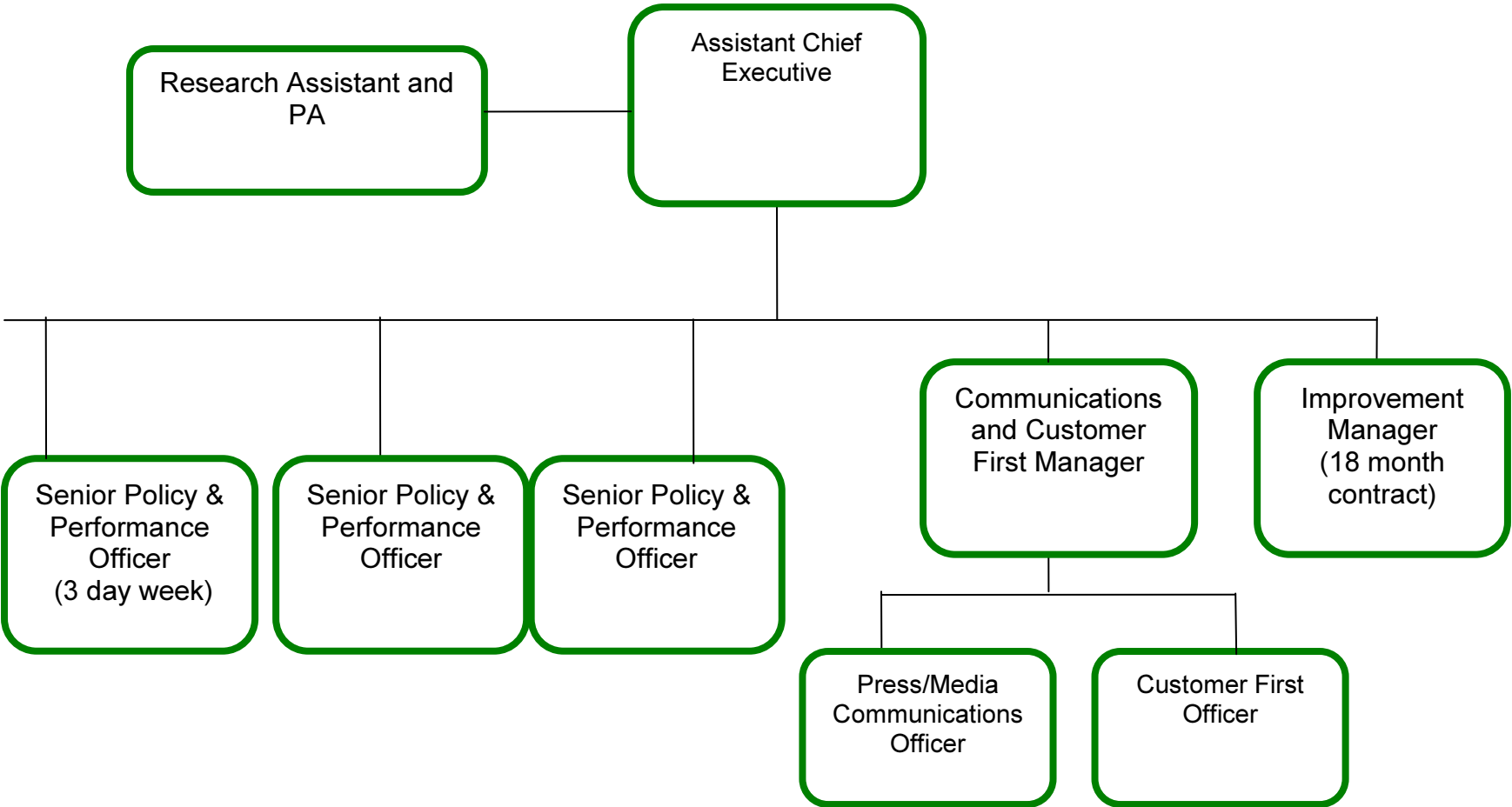
1 How well is the organisation delivering its priority services, outcomes and improvements that are important to local people?

2 Does the organisation have the leadership, capacity and capability it needs to deliver future improvements?

3 KLOE focus, the organisation is:

- effective in identifying and delivering priority services and outcomes;
- improving the services and outcomes for which it is responsible;
- contributing to wider community outcomes; and
- tackling inequality and improving outcomes for people in vulnerable circumstances.

Communications Policy & Performance team structure chart



Page 373

8.6 FTE

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

CABINET

4TH MARCH 2009

COUNCIL PLAN 2009-2012 PART 2

Responsible Portfolio Holder	Cllr Roger Hollingworth,
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive
Key Decision	

1. SUMMARY

- 1.1 To agree the draft Council Plan for 2009-2012 which includes a high level action plan for the Council's new priorities.

2. RECOMMENDATION

- 2.1 That Cabinet:-

- i. Approves the draft Council Plan 2009-2012 attached at Appendix 1, paying particular attention to the new balanced scorecard for the Council and the strategic action plan 2009/2012.

3. BACKGROUND

- 3.1 Cabinet and Full Council re-confirmed the vision, Council objectives and reduced the number of priorities from five to four in September 2008. The four priorities are:-

- Town Centre
- Housing
- Sense of Community
- Clean Streets and Climate Change

- 3.2 The Council's balanced scorecard within the Council Plan has been updated to reflect the changes and sets out these four priorities under the Customer perspective. These are supported by priorities under each of the other three perspectives (Financial and Performance, Process, and Human Resources and Organisational Development).

- 3.3 Some changes have been made within the other perspectives. In line with the new CAA guidance the Financial perspective has been extended to encompass Performance and the priorities under this perspective are now 'Managing Finances', 'Governing the Business', 'Managing Resources' and

'Managing Performance'. 'Value for Money' pervades all of these priorities. The Process perspective includes a priority on the 'Joint CEO with Redditch BC' project which has replaced the 'Spatial Project' priority, and 'Improved Governance' has been altered slightly to give a new emphasis as 'Political Governance'. Finally, the 'Performance Culture' priority under the HROD perspective has been dropped as it is covered in the Financial and Performance perspective.

- 3.4 A key aspect of the Audit Commission's assessment regime is the ability of public services to convert ambition from aspiration into reality through outcomes that can be recognised through perception monitoring. The Council Plan 2009-2012 sets out a specific, measurable, agreed, realistic and time bound (SMART) strategic action plan that identifies the outcomes we are trying to achieve for each key deliverable, how we will know that we are progressing towards these outcomes, projects and resources in support of the outcomes, when we expect to deliver them and who is responsible.
- 3.5 The Council Plan will need to be supplemented with further detail in order for Cabinet to oversee progress against it. The key to this will be the development of the next detailed Improvement Plan which will be based on the Council Plan. This work is due to take place between March and June 2009. Besides measuring progress on projects, Cabinet will also need to monitor progress on key indicators that relate to our priorities. A new set of corporate performance indicators is currently being consulted upon and the Council Plan will be updated with a full list of these as soon as they are confirmed. These indicators will be monitored throughout 2009/10.
- 3.6 A key activity for Cabinet is to ensure the budget aligns with the priorities and key deliverables of the Council Plan. The budget bids and savings received from Heads of Service have been ranked according to their contribution to the Council's priorities and the Medium Term Financial Plan was considered by Full Council on 22nd January 2009. An extract from the approved Medium Term Financial Plan has been incorporated into the Council Plan.

4. FINANCIAL IMPLICATIONS

- 4.1 These are as set out in the Medium Term Financial Plan approved at Full Council on 22nd January 2009.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications to this report.

6. COUNCIL OBJECTIVES

- 6.1 The Council Plan outlines the key deliverables in support of each of the Council priorities, which in turn, impact on the Council objectives.

7. RISK MANAGEMENT

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

- Failure to produce a clear direction for the Council for the next three years by not producing a Council Plan
- Failure to produce a clear framework against which Council activities and budgets can be aligned to priorities
- Failure to produce a basis upon which the new Improvement Plan can be developed.

7.2 These risks are being managed as follows:

- Failure to produce a clear direction for the Council for the next three years by not producing a Council Plan:

Risk Register: CCPP
Key Objective Ref No: 08
Key Objective: Council Plan

- Failure to produce a clear framework against which Council activities and budgets can be aligned to priorities:

Risk Register: Corporate
Key Objective Ref No: 1
Key Objective: Effective Financial Management and Internal Control

- Failure to produce a basis upon which the new Improvement Plan can be developed.

Risk Register: CCPP
Key Objective Ref No: 05
Key Objective: Drive delivery of the Improvement Plan, prepare the Council for its CPA re-inspection and prepare for CAA

8. CUSTOMER IMPLICATIONS

8.1 The Council Plan 2009-2012 will guide the Council's future service delivery and will therefore have a direct impact on the Customer. Specific Customer Implications are covered in CP1, CP3 and PR1 in Appendix 1.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 Please see CP3 in Appendix 1.

10. VALUE FOR MONEY IMPLICATIONS

10.1 Please see FPP1, FPP2, FPP3 and FPP4 in Appendix 1.

11. OTHER IMPLICATIONS

<p>Procurement Issues A number of the strategic actions have procurement issues. These are located in CP1, FPP2, FPP3, PR3 and PR4 in Appendix 1.</p>
<p>Personnel Implications Actions relating to personnel are located in FP3, HROD1, HROD2 and HROD3 in Appendix 1.</p>
<p>Governance/Performance Management Actions relating to governance and performance management are to be found in FP2, FP4 and PR2 in Appendix 1.</p>
<p>Community Safety including Section 17 of Crime and Disorder Act 1998 Community Safety is covered under CP3 in Appendix 1.</p>
<p>Policy The Council Plan takes account of the Local Government Act 2007 and the Council Plan Part 1 referred to a range of policy documents.</p>
<p>Environmental See CP4 and PR4 in Appendix 1</p>

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 <i>(must approve Financial Implications before report submitted to Leader's Group)</i>	Yes
Head of Legal, Equalities & Democratic Services <i>(for approval of any significant Legal Implications)</i>	Yes
Head of Organisational Development & HR <i>(for approval of any significant HR Implications)</i>	Yes
Corporate Procurement Team <i>(for approval of any procurement implications)</i>	No

13. WARDS AFFECTED

All Wards

14. APPENDICES

Appendix 1 Draft Council Plan 2009-2012

15. BACKGROUND PAPERS

Cabinet Report, Council Plan 2009/2012 Part 1, Bromsgrove District Council (September 2008).

CONTACT OFFICER

Name : Hugh Bennett (Assistant Chief Executive)
E Mail: h.bennett@bromsgrove.gov.uk
Tel: (01527) 881786

Bromsgrove District

Council Plan 2009-2012

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



Bromsgrove
District Council

www.bromsgrove.gov.uk



CONTENTS	PAGE
1. Introduction from the Leader of the Council	5
2. About Bromsgrove District	7
3. Strategic Partnership Working	12
4. Setting the Council's Priorities	14
5. Our Vision, Values, Council Objectives and Priorities	16
6. Council's Balanced Scorecard	19
7. Strategic Action Plan	21
8. Corporate Performance Indicators	52
9. Medium Term Financial Plan 2009/2012	61
10. Value for Money Strategy	72
11. Council's Performance Management Arrangements	74
12. Glossary of Terms	76

If you require this document in large print, Braille or audio tape, please contact:

Fiona Scott, Equalities Officer,
The Council House, Burcot Lane, Bromsgrove, B60 1AA
Tel: 01527 881719, email: f.scott@bromsgrove.gov.uk

1. Introduction from the Leader of the Council

Welcome to the Bromsgrove District Council Plan. The Plan sets out a “road map” for the Council’s work between now and 2012.

The Council operates in a complex environment, having to balance public expectation of the Council’s services alongside the Government’s shared priorities for local government, statutory obligations and the countywide Local Area Agreement, as well as understanding the demographic issues we face, in particular, a commuting workforce and an ageing population. The local government expenditure environment has become much tighter in recent years due to Central Government spending pressures, so value for money is now more important than ever before, particularly in the current climate of economic uncertainty. To help meet this agenda the Council has been exploring joint working and shared services opportunities with Redditch Borough Council in Payroll, Elections, Community Safety and Equalities and Diversity services, and in August 2008 Kevin Dicks took on the role of Acting Joint Chief Executive of both Councils as part of a year-long project.



The Council has made significant progress in the last few years. We have been in voluntary engagement with Central Government since 2004 and were rated as “Poor” (as we expected) when our first Comprehensive Performance Assessment rating was published in June 2007. A huge amount of time and commitment by dedicated staff and Members has been a key part of our improvement journey and this hard work has been recognised in our new CPA rating of “Fair” which we achieved in March 2009. With the new Comprehensive Area Assessment inspection regime coming into effect in April 2009 we believe we are well on our way to becoming an “Excellent” Council. We have a resourced Improvement Plan that is focused on identified performance issues, improved Member/Member and Member/officer relations and leadership from both Members and senior management, something the Council has been lacking in the past.

The Council Plan brings together all the different information that influences Council services through the balanced scorecard technique which articulates our ambitions for the Council and the District into measures of success we understand and can work toward. The Council Plan is the starting point for driving the Council’s performance management framework, medium term financial plan, annual budgets and corporate risk register. As a result, we do not expect the Plan to be left on a dusty book shelf, but to be a living document, that decision-makers refer to in order to provide an effective strategic direction for the Council.

The Council has a Vision for the District and the Council, one that we all understand and own, and the Council Plan expands this Vision:

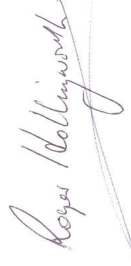
“Working together to build a district where people are proud to live and work, through community leadership and excellent services”.

Working together is critical to delivering this vision. In the past, the Council has not worked as a team. Proper political debate, robust scrutiny, Member ambition and officer advice all have their place within a modern council, but this must happen within a framework of respect and recognition that we are all here to serve our communities. Community leadership is also vital. As Members we have a duty to work with and understand our communities; being elected every four years is not enough. We need to engage regularly with our communities, in order to represent them and give them a say in decisions affecting their local areas.

The main issues we face as a District are detailed in the next section of the Plan. These include the need to regenerate our town centre so that it reflects the wealth of the District and ensuring we have sufficient affordable housing. We have brought these, plus our other two priorities and the work we have undertaken to develop the Council together under the “Building Pride” banner:-



The Council Plan was developed by Members and officers considering a range of information from residents including customer surveys and focus groups, Place Survey results, PACT and Local Neighbourhood Partnership feedback as well as considering our current performance, national legislation, the County and District Community Strategies and our financial position. I very much hope that the Plan reflects the best part of local, county, regional and national aspirations for our District. I want this to become an on-going process, one of dialogue. With this in mind, every year we will refresh the Council Plan to ensure we are listening and reflecting the views of our communities.



Roger Hollingworth
Leader of the Council



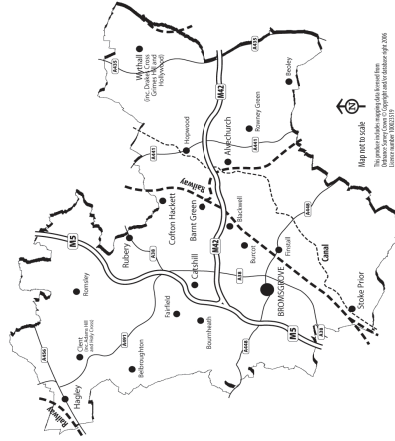
Kevin Dicks
Acting Joint Chief Executive of
Bromsgrove District and
Redditch Borough Councils

An electronic version of this plan can be found on our website:
www.bromsgrove.gov.uk

2. About Bromsgrove District

Location

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



Data suggests that 16,643 people travel into the District for work, with 26,112 (29%) of the population travelling out, a net commute out of 9,469.¹ Our main communities are detailed in the map (above). The District has no wards in the top 20% most deprived in England.²

¹ ONS 2001 Census

² DCLG Indices of Multiple Deprivation 2007

Population

The population of the District is 92,300³ and the Office for National Statistics predicts that this will increase by 20.5% over the next 23 years to 111,200 in 2031.⁴ The over 65 population totals 17,000 (18.4% of the population)⁵ and this older population is predicted to expand as a proportion of the overall District population significantly over the next 20-25 years, with the over 80s population estimated to increase by 132% by 2031.⁶

There are 37,492 households in the District.⁷ The current review of the Regional Spatial Strategy is likely to require homes for 3,000-7,000 households to be built in the District in the next 25 years and it is also probable that the District will have to take some of Redditch Borough Council's housing allocation.

The black and minority ethnic population (BME) is 6.4%, which is low for the region and nationally. This percentage comprises 1% Irish, 2.6% Asian, 1.2% Mixed, 1.0% Black and 0.6% Chinese.⁸ There are no definitive data sources for the migrant worker population living in Bromsgrove, but indicative figures suggest this is in the region of 0.2%.⁹

³ ONS 2007 Mid-Year Population Estimates

⁴ ONS 2006 Subnational population projections

⁵ ONS 2007 Mid-Year Population Estimates

⁶ ONS 2006 Subnational population projections

⁷ Worcestershire County Council RSS Household Forecasts Report 2008

⁸ ONS 2006 Resident Population Estimates by Ethnic Group

⁹ Worcester County Economic Assessment 2007-2008

Economy

The economic picture of the District is generally very positive in spite of the current economic downturn. The mean household income is £38,690, which is the highest in the county (the county average is £35,656).¹⁰ There are three major areas of economic regeneration within the District: the Longbridge site, Bromsgrove town centre and Bromsgrove railway station. In April 2005, parts of Phoenix Venture Holdings (PVH), most significantly MG Rover and PowerTrain entered administration, resulting in the closure of the Longbridge car plant. These parts of the Group employed around 5,850 people in the West Midlands and an estimated £410m was spent with firms based in the West Midlands as part of the supply chain. Whilst unemployment levels naturally increased with the closure, the District's unemployment levels have since returned to very low levels (1.8%)¹¹, although unemployment is predicted to rise nationally as the country enters recession. Bromsgrove town centre needs a major overhaul to encourage local shopping and to be able to compete with neighbouring shopping centres. Bromsgrove station is the third area of concern. The current station facilities are not considered fit for purpose and a feasibility study is currently being carried out on the possible redesign of the station so that it can take bigger trains and more passengers and an increase of at least 300 additional car parking spaces. This would help "future proof" the station against any changes to transport charges that may affect Birmingham city centre. The railway station will be funded by a number of organisations and negotiations between Network

Rail and all the other partners are currently taking place to put together the funding package. Until the funding package is finalised a specific date of completion cannot be provided.

Sustainable Development

We all need to make a decisive move toward more sustainable development, not just because it is the right thing to do, but also because it is in our own long-term best interests. By thinking about the way in which we do things and becoming more sustainable, we can meet our own needs without compromising the ability of future generations to meet their needs. This is the concept of sustainable development, and must underpin all of our actions. We already have a number of initiatives in place to help improve our sustainability. The Council House is in the process of switching to 100% green electricity, and part of our power comes from solar panels on our roof. We use 100% recycled paper, and encourage recycling in house and in the wider District. We are also signed up to the Worcestershire car sharing scheme.

The Local Strategic Partnership's Better Environment Group has a number of projects underway aiming to reduce our carbon footprint, help conserve and enhance our biodiversity, and reduce pollution. The Council and its partners want to ensure that the serious issue of climate change is addressed, and the Council and the LSP have therefore made climate change a priority. There are several National Indicators around climate change which need to be performance managed and monitored. A budget bid has therefore been submitted to the Cabinet to employ a dedicated Climate Change Officer to allow these issues to be considered strategically, provide technical advice on climate change,

¹⁰ PayCheck 2008

¹¹ WCC County Economic Summary August 2008

environmental and broader sustainability considerations including current and forthcoming legislation, regulations and requirements for local government, and translate this into service areas' need to implement to ensure compliance.

Affordable Housing

One of the biggest issues facing the District is affordable housing: 83.4% of households are owner occupied,¹² the 11th highest figure in England and Wales, and the average house price being £240,867, although this figure is falling in line with the global economic downturn.¹³ The Council is currently operating a planning moratorium with only affordable housing developments being built. The Housing Strategy has a target of 80 units of affordable housing a year for the next three years.

Education, Deprivation and Health

The percentage of the population qualified to NVQ Level 4 is significantly higher than average. GCSE results gained at local authority schools and colleges in Worcestershire in 2008 were amongst the highest in the country (64.4% achieved five or more GCSEs at A*-C).¹⁴ The District ranks 299th out of 354 councils on the national index of multiple deprivation 2007 (where 1 is the most deprived), making the District one of the least deprived nationally.¹⁵ It is also the only district in

Worcestershire to have become less deprived since 2004.¹⁶ Only 640 households are in receipt of benefits in the District, one of the lowest figures in Worcestershire.¹⁷ As a result, identifying the vulnerable within our communities is more difficult than a district with geographic areas of deprivation.

Generally, the District's population is healthier than the regional average. Young people (18-24) have a high risk status being the most likely to smoke, binge drink and not take exercise. Potentially, we could be storing up problems in our young people. A recent Primary Care Trust (PCT) annual report noted that our children's health is good, but there is a need for more child and adolescent mental health services. The PCT retain a concern (shared by the Council's own Community Safety Team) that domestic violence remains "common place". The rate of teenage pregnancies in Bromsgrove in 2006 was 23.6 conceptions per 1,000 females, which is almost half that of the England average of 41.1.¹⁸

Crime and Fear of Crime

At the end of the 2007/08 year, crime had reduced by 32% in the District, surpassing the target of a 17.5% reduction from the 2003/04 baseline results.¹⁹ This was exceptional when compared to the national reduction of just 4%, and the county-wide figure of 24%. Reductions were seen in all British Crime Survey comparator crime types, with the largest decrease being seen in domestic burglary at 53% and the smallest in

¹² ONS 2001 Census

¹³ South Housing Market Assessment April 2007

¹⁴ Worcestershire LEA Key Stage 4 results 2007/08

¹⁵ & ¹⁶ DCLG Indices of Multiple Deprivation 2007

¹⁶ *ibid*

¹⁷ Worcester County Economic Assessment 2007-2008

¹⁸ DH 2008 Bromsgrove Health Profile

¹⁹ British Crime Survey 2008

criminal damage which only reduced by 12% compared to the baseline year 2003/04.

Fear of crime, however, remains a problem in the District despite the reduction in actual crime in 2007/08. 80% of residents responding to the 2008 West Mercia Crime and Safety Survey indicated that they have been fearful about the possibility of any crimes happening to them in their neighbourhood in the last 12 months, compared to just 56% in the 2007 survey. People were most fearful of house burglary, vandalism or damage to property and having their car broken in to, despite significant reductions in all of these crime types during 2007/08. However, residents most commonly identified the following issues as needing to be addressed first, considering them to be the worst problems in their neighbourhood: speeding traffic; groups of people loitering around in public places and underage drinking.²⁰

Regulatory, Political, Managerial and Financial Context

The Council has a majority Conservative administration, with twenty-seven Conservatives, six Labour, four Independents, and two Wythall Residents' Association. The Council operates a modernised political structure with the Leader/Cabinet model, supported by three non-Executive Boards: Audit Board, Scrutiny Steering Board and Performance Management Board. There is also a Planning Committee, Standards Committee and Licensing Committee. The Council has a Corporate Management Team (CMT) and a Chief Executive, Kevin Dicks.

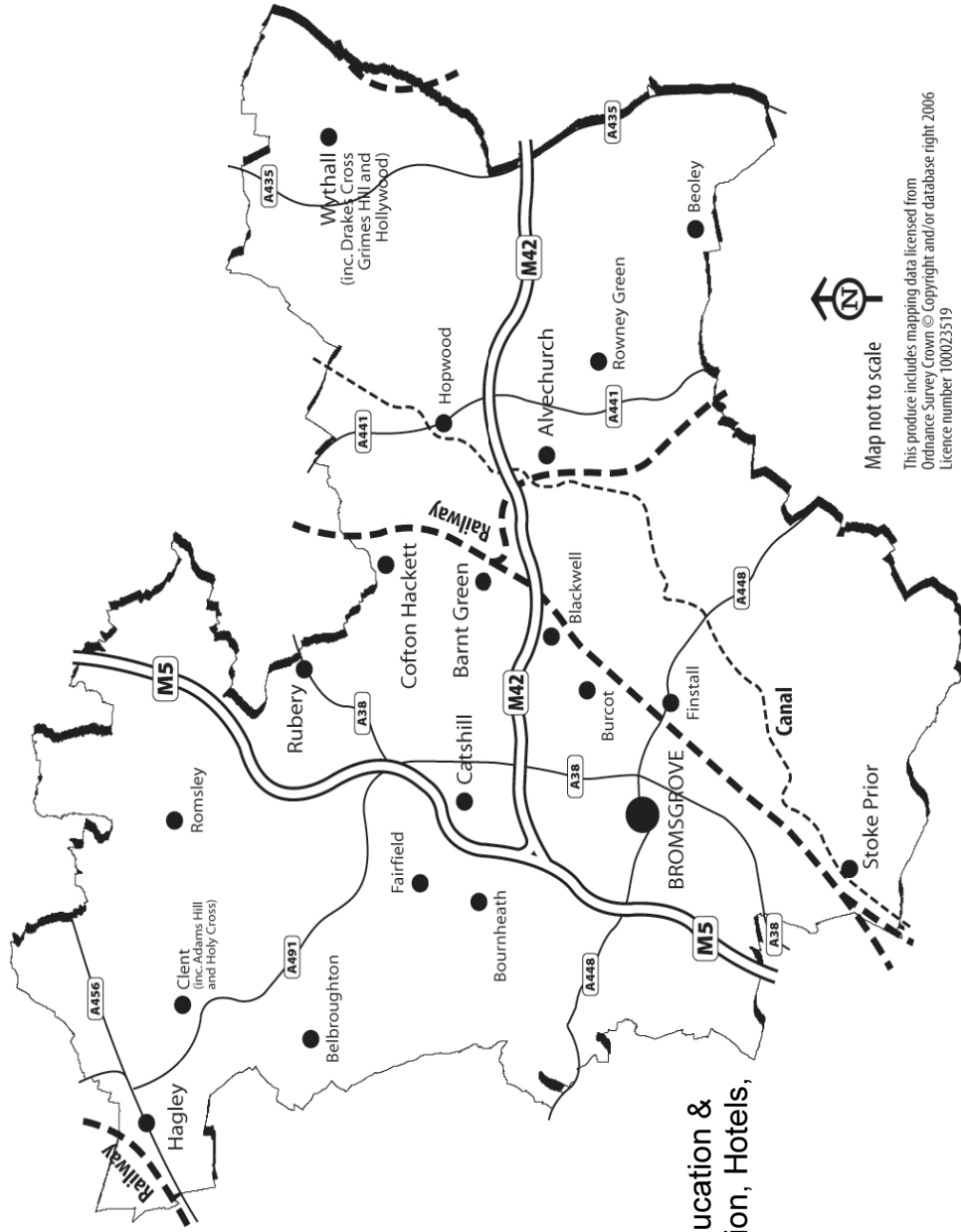
The Council has a net budget of £11.984 (2009/10), a planned Council Tax increase of 4.45% and Government Grant of £4.945m. The Council employs 368 staff

The Council has had a Joint Chief Executive with Redditch Borough Council on a trial basis since August 2008. The purpose of this year-long project is to explore opportunities for joint working between both councils and the provision of shared services. Progress is monitored on a regular basis by both the Administration and the Government Monitoring Board, and a review is planned for the summer 2009 to ascertain the success of this project.

Table 3 - About Bromsgrove District



Size Area:	83.9 square miles
Population:	92,300
Households:	37,492
Towns and large villages:	Bromsgrove, Hagley, Rubery, Wythall
Main Employment:	Public Administration, Education & Health (25.9%); Distribution, Hotels, & Restaurants (23.1%)
Unemployment:	1.8%
Ethnicity:	6.4%
Deprivation Ranking:	299 out of 354



This product includes mapping data licensed from Ordnance Survey Crown © Copyright and/or database right 2006 Licence number 100023519

3. Strategic Partnership Working

Bromsgrove Partnership

The Bromsgrove Partnership Board (the District's Local Strategic Partnership) consists of key public, private and voluntary sector organisations operating within the District. The purpose of the Board is to work together on a range of issues that require joined up thinking to deliver joined up solutions for our residents. The Board is chaired by the Leader of the Council, Councillor Roger Hollingworth.

Sustainable Community Strategy 2008-2011

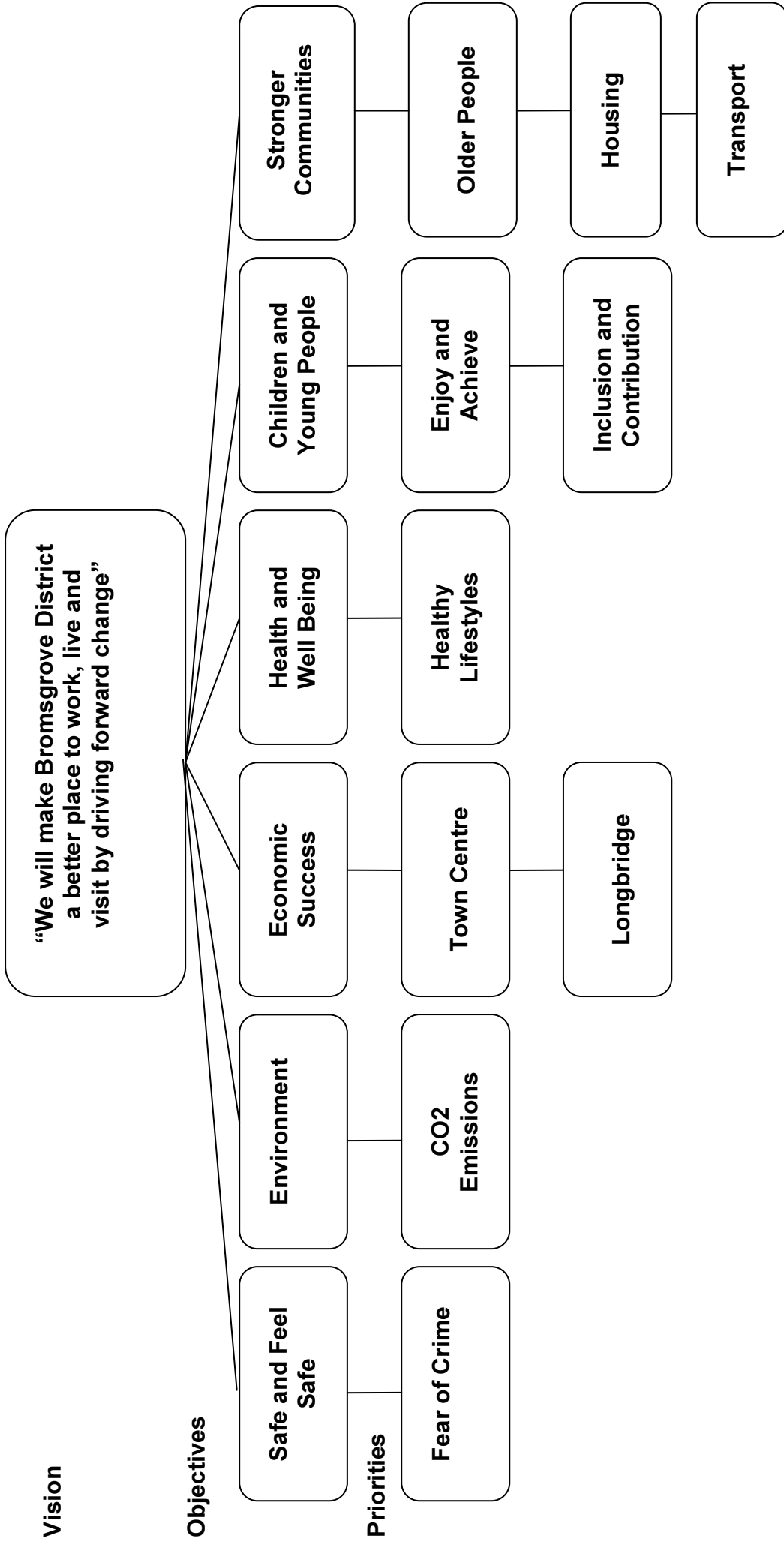
The Sustainable Community Strategy sets out a vision for the District and is concerned with addressing issues important to residents, the business community and visitors to the District. It is based on an understanding of the available evidence and focuses on the way in which services are delivered and how they can be improved for everyone's benefit. The Strategy is a developmental, rolling document and the priorities identified may change over time as improvements are realised and new issues emerge. The aims and objectives of the Strategy are to provide a co-ordinated approach to improving the quality of life for everyone in the District and is in effect a business plan for the Local Strategic Partnership Board to manage against and be held accountable on (Full Council receive an annual report from the Board).

Worcestershire Local Area Agreements 2006-2009 and 2008- 2012

In April 2006 Central Government and Worcestershire County Council, as the accountable body for the Worcestershire LSP, signed a Local Area Agreement (LAA) covering the period 1st

April 2006 to 31st March 2009. The agreement is a form of contract with six objectives and a range of targets in support of them. Some of the targets attract a "pump priming grant" from the Government in support of the delivery of a range of "stretch targets". If these are delivered the Government will pay a "reward grant". Just like the Bromsgrove Partnership wants organisations operating within the District to align their business plans to the District's Community Strategy, the Worcestershire LSP expects District LSPs to align their community strategies to the LAA. As a result, Bromsgrove Partnership has adopted the six objectives the LAA as its six objectives and the District LSP targets are cross referenced to the LAA targets in the District Sustainable Community Strategy; however, it is recognised that there are some projects which are very important at a district level which are not reflected in the LAA, for example, the regeneration of Bromsgrove town centre, Longbridge and Bromsgrove railway station. In these instances the Bromsgrove Partnership is still seeking to work in partnership with all the relevant organisations in order to deliver joined up solutions for local people. During 2008, a new LAA was negotiated by the Worcestershire Partnership for the period 2008-2011. As a result of the new LAA targets, the Bromsgrove Partnership has reviewed and refreshed its High Level Action Plans and Community Improvement Plan which form the performance management framework to ensure that the Bromsgrove Partnership makes as full a contribution as possible. The Sustainable Community Strategy has also been refreshed to address the new LAA. The County LSP has consulted on the draft County Sustainable Community Strategy 2008-2011 and the District responded to the draft.

Table 4 – Bromsgrove Partnership Objectives and Priorities



4. Setting the Council's Priorities

The Council Plan

The Council Plan brings together national and community priorities and ensures that the Council has a structured approach to providing quality services and adding value for local people. The Plan sits at the top of the Council's strategic planning and performance management systems. It ensures that we take co-ordinated action to address the agreed four Council Objectives (COs) and four Priorities. These are essential to the delivery of our Vision and Values. The Council Plan sits within a wider strategic framework formed by the District Sustainable Community Strategy and Countywide Sustainable Community Strategy. The relationship between the Council Plan and other key plans is set out on page 76.

The key features of the Council Plan and associated plans are as follows:-

- The **Council Plan** sits below the national priorities and Sustainable Community Strategy for the whole of the District and above the Council's Improvement Plan, Departmental Service Business Plans and Action Plans. The Council Plan is a three year document.
- The Council Plan acts as a high level 'map'. Each Council Objective and Priority has a reference number and these are tracked into Departmental Service Business Plans, Team Plans and individual Personal Development Reviews, to create a 'golden thread'. By creating this 'thread' we become more efficient, concentrating our resources and energy on those things that really matter.

- The three year Council Plan is supported each year by an annual **Improvement Plan**, which provides Members and senior management with a focus on those actions which are considered key to driving improvement in the Council's performance.
- Alongside the Improvement Plan sits a set of Corporate Performance Indicators, approximately 25-30 in total and based on the Council's Priorities. Again, these are designed to provide Members and senior management with a focus on improving those performance indicators which are considered key to driving improvement in the Council's service delivery.
- The Council Plan is underpinned by the three year **Medium Term Financial Strategy** and the annual **Budget Plan**. These ensure that resources follow the stated priorities of the Council.
- The risks associated with the delivery of the Council Plan are managed through the **Corporate Risk Register** and Action Plan.
- The Council's overall financial and service delivery performance is set out in the Council's **Annual Report** and a summary published for all residents.

How the Council Plan Influences the Budget

The Council has improved the linkages between consultation, performance and the annual and three year budget process with the development of an integrated forward plan. Customer surveys are used to test our priorities with residents and to ascertain their satisfaction levels with Council services.

As part of the annual budget round bids for funding are submitted by each Council service area, as well as the Council's Equality and Diversity Forum for consideration by the Full Council. The development of these budget bids is set within the strong strategic framework of the Council Plan and its objectives and priorities: bids must demonstrate links to any or all of the Council's priorities, provide value for money and have a demonstrable impact on customers.

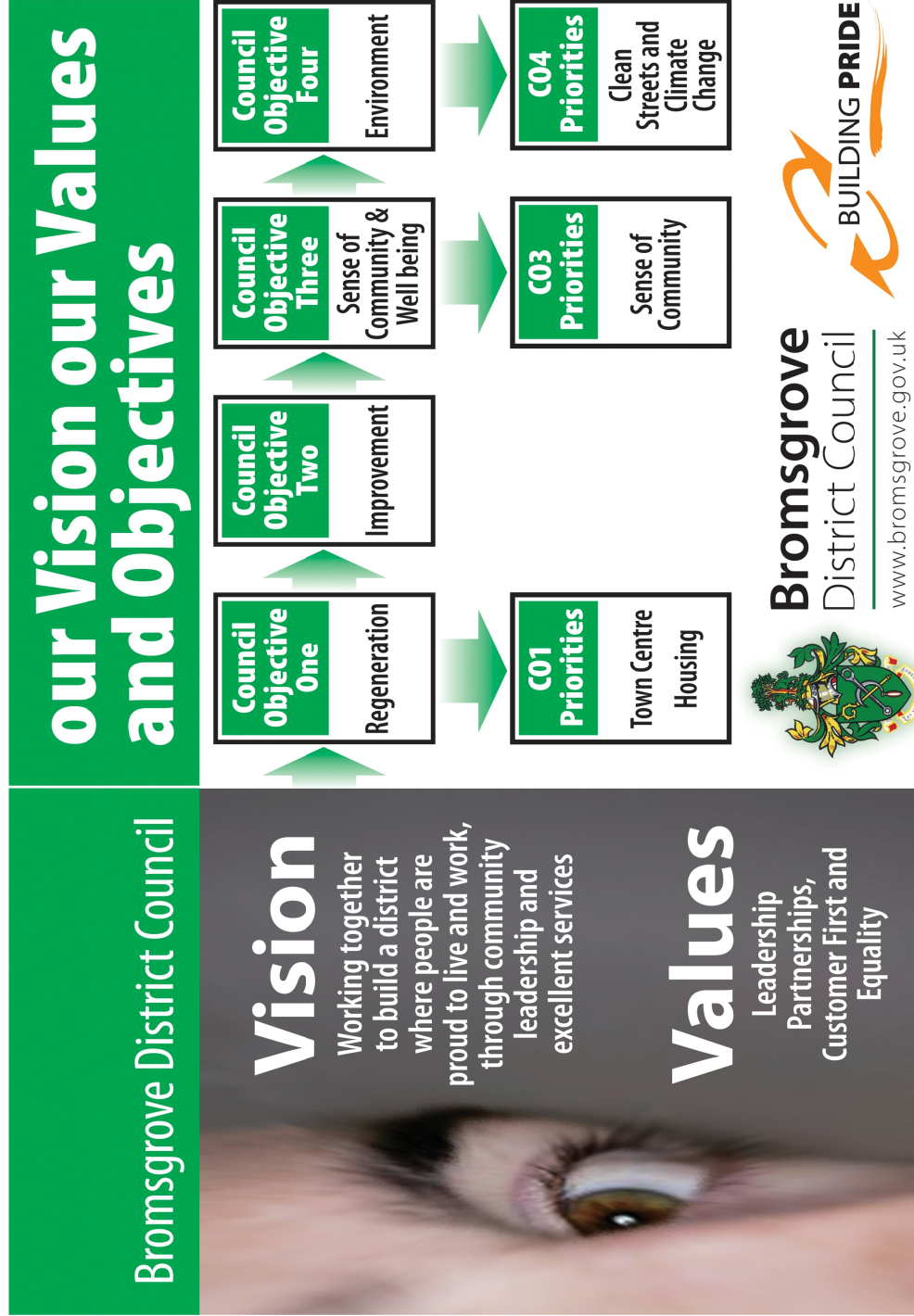
For the first time in 2008, the Council used a Budget Jury made up of members of the public which has proved very successful and which will be developed further in the coming years. Budget Jury members attended a series of interactive meetings and their preferences for budget bids were fed to Councillors to assist them in deciding which bids should be funded. An online budget consultation for the public to comment on the budget is also run on the Council's website each year and this information was taken to Councillors as part of the budget deliberations

Further Information


Electronic versions of the key documents mentioned earlier can be found on our website at:

www.bromsgrove.gov.uk

Our Vision, Values, Council Objectives and Priorities:-



We have further articulated each of our Values as follows:-

<p>Demonstrating</p>	<p>Leadership</p>	<p>Who are our Leaders? everyone can lead by example and inspire others</p> <p>What is our Leadership Vision? visible leadership</p>	<p>We will do this by</p> <ul style="list-style-type: none"> ● setting an example ● communicating positively ● building trust ● living and breathing the Bromsgrove way
			
 <p>Bromsgrove District Council www.bromsgrove.gov.uk</p>			

<p>Promoting</p>	<p>Equality</p>	<p>Who is affected by Equality? all of us</p> <p>What is our vision for Equality? to eliminate discrimination and promote equality</p>	<p>We will do this by</p> <ul style="list-style-type: none"> ● treating everyone as an individual ● understanding their particular needs ● involving them in shaping our services ● monitoring our progress
			
 <p>Bromsgrove District Council www.bromsgrove.gov.uk</p>			

Putting the

Customer First



Who are our Customers ?
everyone we come into contact with
What is our Vision for Customer Service ?
to exceed expectations and delight
our Customers



Bromsgrove
 District Council
www.bromsgrove.gov.uk



We will do this by

- treating customers as individuals
- listening carefully to our customers
- taking ownership of problems
- doing the little things - they matter!

Working in

Partnership



Who are our Partners ?
everyone with a shared desire to build
strong and prosperous communities
What is our Partnership Vision ?
to work together to build a district that
people are proud to live and work in



Bromsgrove
 District Council
www.bromsgrove.gov.uk



We will do this by

- understanding our communities
- working towards a common goal
- sharing resources
- making things happen

6. Council's Balanced Scorecard

The Council has a balanced scorecard for the Council's four priorities, which were approved by Full Council on 17th September 2008. The scorecard identifies the key support service activities required to deliver the priorities. A Specific, Measurable, Agreed, Realistic and Targeted (SMART) strategic action plan for the balanced scorecard has also been agreed (see pages 21 to 51).

Customer Perspective (CP)	Town Centre (CP1)	Housing (CP2)	Sense of Community (CP3)	Clean Streets and Climate Change (CP4)
Financial and Performance Perspective (FP)	Managing Finances (including Value for Money) (FP1)	Governing the Business (including Value for Money) (FP2)	Managing Resources (including Value for Money) (FP3)	Managing Performance (including Value for Money) (FP4)
Process Perspective (PR)	Customer Processes (PR1)	Political Governance (PR2)	Joint CEO with Redditch Borough Council (PR3)	Improved Partnership Working (PR4)
Human Resources and Organisational Development Perspective (HROD)	Learning and Development (HROD1)	Human Resource Modernisation (HROD2)	Positive Employee Climate (HROD3)	Planning (PR5)

7. Strategic Action Plan

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Town Centre (CP1)	Agreement on preferred option of Area Action Plan	Preferred option agreed	Unified vision complete	Complete evidence-based unified vision	30 June 2009	Town Centre Regeneration Partnership	Portfolio Holder for Planning & Portfolio Holder for Partnerships and Projects
				Conduct further consultation with key stakeholders	30 September 2009	Town Centre Regeneration Partnership	Portfolio Holder for Planning & Portfolio Holder for Partnerships and Projects
	High Street	Design for High Street and funding secured	Procure design scheme for High Street Submit funding bids	Write brief for design scheme and approach architects	30 September 2009	Town Centre Regeneration Partnership	Portfolio Holder for Partnerships and Projects
				Identify and approach funders and prepare bids	30 September 2009	Town Centre Regeneration Partnership	Portfolio Holder for Partnerships and Projects
	Market Hall site	Agreement reached on redevelopment of the market hall site	Feasibility study on redevelopment options complete	Reach agreement, close market hall and relocate market to an outdoor	31 December 2009	Town Centre Regeneration Partnership	Portfolio Holder for Partnerships and Projects

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
				site on the high street			
	Community Engagement	Majority of key stakeholders engaged	Head count of attendance at meetings and monitoring of representation of key groups	Creation of stakeholder forum	1 April 2009 onwards	Regeneration Programme Core operations group	Portfolio Holder for Partnerships and Projects
				Produce Community Engagement Strategy for project	1 April 2009 onwards	Regeneration Programme Core operations group	Portfolio Holder for Partnerships and Projects

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Housing (CP2)	Affordable housing	240 units of affordable housing built over three years	80 units per year	Support and enable applications for affordable housing on approved site in accordance with Core Strategy and RSS allocation	31 March 2012	Strategic Housing; Principle RSL Partner Consultation Group	Portfolio holder for Strategic Housing
	Homelessness prevention and reduction in the use of temporary accommodation	Maintain use of temporary accommodation at or below Government recommended target of 34 individuals by 2011	Quarterly monitoring report	Continue to monitor and support the effectiveness of Partnership homelessness prevention services	31 March 2012	Strategic Housing; BDHT; CAB; BYHF	Portfolio holder for Strategic Housing
	Private sector housing	Reduction in average time in weeks from referral to	Quarterly monitoring report	Implement mortgage rescue scheme	1 st April 2009 onwards	Strategic Housing Team; RSL Partners; CAB	Portfolio holder for Strategic Housing
				Ongoing improvement in delivery time for Disabled	31 March 2012	Private Sector Team; Care and Repair agency	Portfolio holder for Strategic Housing

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
		completion for categories 1-3 Disabled Facilities Grants (baseline to be established)		Facilities Grants			

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Sense of Community (CP3)	Events programme	% satisfaction with: sports facilities; nature trails and country paths; parks and open spaces; bonfire night; street theatre; bandstand; Christmas lights; range of entertainment at the Artrix. (BDC Customer Satisfaction Survey)	Annual Customer Panel survey	Revise events programme to extend coverage throughout District	30 September 2009	Street Scene and Community Services	Portfolio holder for Street Scene and Community Services
	Fear of crime	LAA targets: NI 2 - % of people who feel they belong in their local area (Place Survey); NI 17 – Perceptions of anti-social behaviour; NI 18 –Adult re-offending rates for those under probation supervision; NI20 – Assault with	Neighbourhood management activities	Roll out events facilitation pack to partners and local organisations	31 March 2012	Street Scene and Community Services	Portfolio holder for Street Scene and Community Services
				68 PACT meetings over 12 months, repeated annually	31 March 2012	Members, Senior Officers and Community Safety Team	Portfolio holder for Street Scene and Community Services
				Promotion of CDRP action plan	31 March 2012	Members, Senior Officers and Community Safety Team	Portfolio holder for Street Scene and Community

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
		<p>injury crime rate;</p> <p>NI 21 – Dealing with local concerns about anti-social behaviour and crime issues by the local council and police;</p> <p>NI 39 – Rate of hospital admissions per 100,000 for alcohol related harm;</p> <p>NI 195 - Improved street and environmental cleanliness (levels of graffiti and fly-posting)</p> <p>BDC targets:</p> <p>NI17 – Perceptions of antisocial behaviour;</p> <p>NI 22 - Perceptions of parents taking responsibility for the behaviour of their children</p> <p>NI 24 – Satisfaction with the way the police and local council deal with anti-social behaviour</p>		Budget bid for increased number of Neighbourhood Wardens	Implementation from 1 st April 2009	Budget bid	Deputy Leader Portfolio holder for Street Scene and Community Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Community Engagement	<p>NI 1 - % of people who believe people from different backgrounds get on well together in their local area (Place Survey)</p> <p>NI 2 - % of people who feel they belong in their local area (Place Survey)</p>	Equalities	Community bids submitted to Equality and Diversity Forum		CCPP Team, Legal, Equalities and Democratic Services, Financial Services; Equality and Diversity Forum; Disabled Users' Group & Bromsgrove Black History Society	Portfolio Holder for Human Resources and Legal and Democratic Services
				Delivery against 3 year departmental Equality Impact Assessment action plans	31 March 2012	Heads of Service	Leader of the Council; Portfolio Holder for Human Resources and Legal and Democratic Services
			Participatory Budgeting	Repeat Budget Jury	31 January 2010 and annually thereafter	Head of Financial Services and CCPP team	Portfolio Holder for Finance
				Children and Young	31 January 2010	CCPP Team, WCC	Deputy Leader

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
				People's Participatory Budgeting event		FLOSS funding	Portfolio holder for Street Scene and Community Services
			Local Neighbourhood Partnerships	Finalise arrangements for existing LNPs	30 April 2009	CCPP Team	Leader of the Council
				Roll out a further two LNPs	31 December 2009	Budget Bid	Leader of the Council
	Children and Young People	NI 110 – Young people's participation in positive activities	No of attendees at events Allocation of £s to CYP projects	CYP Participatory Budgeting event	31 January 2010	CCPP Team, WCC FLOSS funding	Deputy Leader Portfolio holder for Street Scene and Community Services
				'Cool to be healthy' event	31 March 2010	Health Improvement Coordinator; Sports Development Team, Partners	Deputy Leader, Portfolio holder for Street Scene and Community Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Clean Streets and Climate Change (CP4)	Reduce level of unacceptable litter	NI 195A - Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly-posting)	Achievement of annual target	Rapid response hit squad	31 March 2012	Approved budget	Portfolio holder for Street Scene and Community Services
				Programmed clean according to Environmental Protection Act	31 March 2012	Approved budget	Portfolio holder for Street Scene and Community Services
	Improved Customer Perception of cleanliness	Customer satisfaction with cleanliness of District (BDC Customer Satisfaction Survey 2008/09 outturn = 67%)	Annual Customer Satisfaction Survey	Gradual increase in Enforcement Activity	31 March 2012	Approved budget	Portfolio holder for Street Scene and Community Services
				Rapid response hit squad	31 March 2012	Approved budget	Portfolio holder for Street Scene and Community Services
				Programmed clean according to Environmental Protection Act	31 March 2012	Approved budget	Portfolio holder for Street Scene and Community Services
				Gradual increase in Enforcement	31 March 2012	Approved budget	Portfolio holder for Street Scene and Community Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Increased recycling rates	NI 192 - % household waste sent for reuse recycling and composting	Achievement of Annual target	Activity Change method of collection to co-mingled with new vehicles	30 April 2010	Budget bid	Community Services Portfolio holder for Street Scene and Community Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member	
Managing Finances (including Value for Money) (FP1)	Integrated financial and performance information	Budget aligned to priorities	Quarterly integrated reports to Cabinet and PMB	Integrated financial and performance management table	31 March 2012	Service accountants and budget holders	Portfolio Holder for Finance	
		Corrective actions based on integrated information		Meetings with budget holders	31 March 2012	Service accountants and budget holders	Portfolio Holder for Finance	
	Deliver Medium Term Financial Plan and statutory accounts	Budget aligned to priorities	Balanced three-year plan		Financial Plan timetable	31 March 2012	Service accountants and budget holders	Portfolio Holder for Finance
		Unqualified opinion on accounts	Accounts submitted on time		New Use of Resources Action Plan	31 March 2012	Service accountants and budget holders	Portfolio Holder for Finance
	Budget consultation	% of residents who understand the choices the Council has to make	Annual Customer Satisfaction Survey		Repeat Budget July	31 January 2010 and annually thereafter	Head of Financial Services and CCPP team	Portfolio Holder for Finance
		(BDC Customer Satisfaction Survey 2008/09 baseline = 87%)			Further online Budget Consultation	31 January 2010 and annually thereafter	Head of Financial Services and CCPP team	Portfolio Holder for Finance
	Alternative methods of service delivery	Cashable savings and improved services	Achievement of savings as identified		Quarterly report	31 March 2012	Service accountants and budget holders	Portfolio Holder for Finance

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Governing the Business (including Value for Money) (FP2)	Improved procurement	Fewer suppliers and efficiency savings	Monthly procurement report	Procurement Action Plan	31 March 2012	Procurement Manager and CMT	Portfolio Holder for Finance
	Supplier engagement with procurement	More effective tender process	More suppliers engaging with the Council	Supplier Seminars to be developed	31 March 2012	Procurement Manager	Portfolio Holder for Finance
	Effective risk management	Risks successfully managed	Quarterly review of corporate risk register	Risk Management Strategy	31 March 2012	Internal Audit	Portfolio Holder for Finance

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Managing Resources (including Value for Money) (FP3)	Manage assets effectively	Delivery against Asset Management Plan action plan to profile	Quarterly reporting	Annual review of Asset Management Plan	31 March 2012	Legal and Democratic Services	Portfolio holder for Legal services and Human resources
				Dispose of/ retain assets as per Council priorities	31 March 2012	Legal and Democratic Services	Portfolio holder for Legal services and Human resources
				Undertake regular programme of condition surveys for all assets to ensure they are fit for purpose	31 March 2012	Legal and Democratic Services	Portfolio holder for Legal services and Human resources
	Produce Workforce Plan	Reduced disturbance to service delivery caused by employee turnover Increase in applications	Employee Survey Reporting of application numbers and nature of applicants Reduced	Annual update of workforce plan	31 March 2012	OD Budget; Service managers	Portfolio holder for Legal services and Human resources
				Implementation of workforce plan strategies	31 March 2012	OD Budget; Service managers	Portfolio holder for Legal services and Human resources

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
		Increase in internal appointments	recruitment costs	Strategies reviewed on an annual basis	31 March 2012	OD Budget; Service managers	Portfolio holder for Legal services and Human resources
				Organisational interventions to respond to employee survey results	1 st April 2009 onwards	HROD team	Portfolio Holder for Human Resources and Legal and Democratic Services
	Environmental risk management	NI 186 – Per capita reduction in CO2 emissions in the LA area;	Monitoring against LAA targets	Budget bid for joint Climate Change Officer with Redditch BC	31 March 2012	Budget Bid	Portfolio holder for Street Scene and Community Services
		NI 188 – Planning to adapt to Climate Change;		Climate Change Action Plan	31 March 2012	Budget bid for Climate Change Officer	Portfolio holder for Street Scene and Community Services
		NI 193 – Percentage of municipal waste landfilled					

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Managing Performance (including Value for Money) (FP4)	Identify and deliver priority services, outcomes and improvements	% Council Plan KPIs delivered	Monthly reporting	Production of monthly report	As per forward plan	CCPP Team	Portfolio Holder for Customer Care and Service
	Provide the leadership, capacity and capability necessary to deliver future improvements	Positive score in annual performance management assessment by Audit Commission Achieve Level 4 Data Quality score	Six month review reported to PMB	Delivery of the Performance Management Strategy Action Plan	31 March 2012	CCPP Team	Portfolio Holder for Customer Care and Service
	Contribute to improving wider community outcomes (e.g. LAA, MAA)	% of Sustainable Community Strategy KPIs on target	Bi-monthly reporting to LSP Board	Sustainable Community Strategy fundamental review completed	30 November 2009	CCPP Team; LSP Theme Group Leaders	Leader of the Council
	Tackle inequality and improve outcomes for people in	Delivery against priorities selected by the annual E&D	Information fed into Council Plan part 1 and on into annual budget	Annual E&D Forum/ DUG conference to identify top priorities for	30 September 2009	CCPP Team; Equalities officer; E&D Forum; Disabled Users' Group	Portfolio holder for Legal services and Human resources

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	vulnerable circumstances	Forum conference E&D Forum Customer Satisfaction Survey	cycle	vulnerable groups			

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Customer Processes (PR1)	Customer Service Centre	% Customers who would recommend the Customer Service Centre to a friend (BDC Customer satisfaction survey 2008/09 baseline = 73%)	Customer Satisfaction Survey	Delivery against Customer First Strategy Action plan	31 March 2012	Head of E-Government; Improvement Manager; CSC staff	Portfolio Holder for Customer Care and Service
				Analysis of enquiries by type	31 December 2010	Head of E-Government; Improvement Manager; CSC staff	Portfolio Holder for Customer Care and Service
	Customer Satisfaction	% Overall Satisfaction with the way the Council runs things (BDC Customer satisfaction survey 2008/09 baseline = 61%)	Customer Satisfaction Survey	Delivery of Customer First and Access Strategy Action Plan	31 March 2012	Customer First Board	Portfolio Holder for Customer Care and Service
	Complaints Handling	% Complaints handled in a satisfactory manner Service improvements	Quarterly report to CMT	Production of report	Quarterly from 1 st April 2009 onwards	CCPP Team	Portfolio Holder for Customer Care and Service

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
		resulting from complaints					
	Spatial project	12 month post-project evaluation report to PMB	Production of report using feedback from Heads of Service	Coordination of service specific feedback from Heads of Service to inform evaluation	31 December 2009	E-Gov Team	Portfolio Holder for Partnerships and Projects

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Political Governance (PR2)	Overview and Scrutiny	NI 4 - % of people who feel they can influence decisions in their locality	Place Survey	Ethical governance improvement through better reports and pre-check and presentation by Portfolio holder	31 March 2012	Legal and Democratic Services	Portfolio holder for Human Resources and Legal & Democratic Services
				Community Calls for action introduced in accordance with regulations and guidance	31 March 2011	Legal and Democratic Services	Portfolio holder for Human Resources and Legal & Democratic Services
	Member standards	% people who are aware of the elected member complaint system Reduction in cases reported to Standards Board	Standards Committee	Issuing of guidance and training based in identified issues and improved member conduct	31 March 2012	Legal and Democratic Services	Portfolio holder for Human Resources and Legal & Democratic Services
				Regular training and briefing sessions on conduct, behaviour, bias	31 March 2012	Legal and Democratic Services	Portfolio holder for Human Resources and Legal &

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
				and pre-determination			Democratic Services
	Modern Councillor Programme	Evaluation of Modern Councillor Programme against agreed criteria Achievement of levels within the Member Development Charter	More robust regulatory environment Members feeling confident in the roles and responsibilities they perform	Delivery of mandatory and priority elements of Member Development Programme	1 April 2009 onwards	Member Training approved budget	Portfolio Holder for Human Resources and Legal and Democratic Services
				Member Development Charter	31 March 2012	Member Training approved budget	Portfolio Holder for Human Resources and Legal and Democratic Services
	Elections	NI 4 - % of people who feel they can influence decisions in their locality	Place Survey Election delivered to statutory standards	Introduction of electoral performance standards	30 June 2009	Legal and Democratic Services	Portfolio holder for Human Resources and Legal & Democratic Services
				Development of a schools and community programme that encourages	31 March 2012	Legal and Democratic Services	Portfolio holder for Human Resources and Legal &

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
				everyone to participate in the democratic process.			Democratic Services
				Electoral charter mark	31 March 2012	Legal and Democratic Services	Portfolio holder for Human Resources and Legal & Democratic Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Joint CEO with Redditch Borough Council (PR3)	Medium wins	Delivery of benefits as per business cases.	Business cases approved (31 January 09)	Delivery of project plans for each business case approved.	31 July 2009	Heads of Service	Portfolio holder for Financial Services
	Completion of phase 3 business case with clear statement of service delivery benefit and efficiencies	Approval of phase 3 business case (all services)	Process commenced as per Shared Services Board approved start date.	Development of business case.	31 July 2009	Heads of Service	Portfolio holder for Financial Services
	Decision to progress	Delivery of phase 3 business case	Approval of permanent Joint CEO	Report to both Full Councils setting out service and efficiency benefits.	As per each agreed business case. Full Council 31 July 2009	Acting Joint CEO. CMT of both councils External support funded £40,000 for each authority	Portfolio holder for Financial Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Improved Partnership Working (PR4)	Co-mingled recyclables collection	NI 192 - % household waste sent for reuse, recycling and composting % Coverage of the service	Annual monitoring against targets	Joint working with WCC to deliver co - mingled service	30 April 2010	Budget Bid	Deputy Leader Portfolio holder for Street Scene and Community Services
	Fundamental review of Bromsgrove Sustainable Community Strategy	% of Sustainable Community Strategy KPIs on target	Bi-monthly reporting to LSP Board	Sustainable Community Strategy fundamental review completed	30 November 2009	CCPP Team; LSP Theme Group Leaders	Leader of the Council
	Grants Policy	BARN and Cabinet signed up to grants policy	Production of policy	Research and consultation to prepare draft policy	31 December 2009	CCPP Team	Portfolio holder for Financial services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member	
Planning (PR5)	Longbridge	Area Action Plan agreed	Examination in public	Progress Area Action Plan to adoption	30 June 2009	Development Control and Strategic Planning Policy	Portfolio Holder for Planning	
		Determination of planning application	Planning application considered by Planning Committee	Secure community benefits via s.106 agreements	31 March 2012	Development Control and Strategic Planning Policy	Portfolio Holder for Planning	
	Regional Spatial Strategy	Agree housing and employment figures for District through RSS2	Attendance at examination in public	RSS2 - examination in public	30 June 2009	Strategic Planning Policy	Portfolio Holder for Planning	
		Agree gypsy and traveller site figures and environmental policies for District through RSS 3		RSS3 – submit Council response to consultation	30 June 2009	Strategic Planning Policy	Portfolio Holder for Planning	
	Local Development Framework	Local Development Framework (LDF) documents produced to		LDF on target against timescales	Production, submission and adoption of LDF documents: • Longbridge	30 June 2009	Strategic Planning Policy	Portfolio Holder for Planning
					RSS 3 – examination in public	31 March 2010	Strategic Planning Policy	Portfolio Holder for Planning

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
		target timescales		<ul style="list-style-type: none"> Core Strategy Town Centre 	30 June 2010 30 June 2011		
				Production, submission and adoption of Development Plan Documents on rolling basis	31 March 2012	Strategic Planning Policy	Portfolio Holder for Planning
	Effective Development Control Service	Top quartile NI 157 for processing Planning Applications	Achievement of annual targets	Recruitment and retention of staff to ensure capacity exists to deliver against targets	31 December 2009 and annually thereafter	Development Control	Portfolio Holder for Planning
		Maintain extent of current greenbelt at 90% of District	Proactive enforcement action Monitoring number of appeals upheld	Determination of planning applications in accordance with policy, taking into account all material considerations	31 March 2012	Development Control	Portfolio Holder for Planning
				Quarterly Member Planning training	31 March 2012	Development Control	Portfolio Holder for Planning

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Learning and Development (HR&OD1)	Employee skills and capacity	100% of staff with annual PDR completed % staff who understand what they and are contributing to Council objectives (BDC employee survey 2008/09 baseline = 74%)	Employee survey	Develop core competencies for all staff	31 Jan 2010	L&D Manager	Portfolio Holder for Human Resources and Legal and Democratic Services
				Review of PDR process	31 Jan 2010	L&D Manager	Portfolio Holder for Human Resources and Legal and Democratic Services
				Streamline Modern Manager Framework to make more accessible	31 Jan 2010	L&D Manager	Portfolio Holder for Human Resources and Legal and Democratic Services
	Maintain Investors in People accreditation	Achieve IIP reaccreditation	External assessment from WMQC Employee Survey	Review and deliver IIP action plan	30 April 2011	HIROD team	Portfolio Holder for Human Resources and Legal and Democratic Services
				Hold annual Management	31 October 2009 and	HIROD team	Portfolio Holder for

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
				Conference	annually thereafter		Human Resources and Legal and Democratic Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
HR Modernisation (HR&OD2)	Maintenance of equal pay	Maintenance of zero claims under the Equal Pay Act	Monitoring by CMT on an exception basis	Annual monitoring of pay structure	31 March 2010 and annually thereafter	HROD team	Portfolio Holder for Human Resources and Legal and Democratic Services
	Policy review and development	Statutorily compliant policies in place	Feedback from annual HROD service survey	Deliver the annual HR policy programme	31 March 2010	HROD team	Portfolio Holder for Human Resources and Legal and Democratic Services
				Continue to consult managers as policies are reviewed/developed	31 March 2010	HROD team	Portfolio Holder for Human Resources and Legal and Democratic Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Positive Employee Climate (HR&OD3)	Recruitment and Retention of staff	Increase in applications	Employee Survey	Workforce plan strategies	31 March 2012	HIROD team	Portfolio Holder for Human Resources and Legal and Democratic Services
		Reduced turnover	Reporting of application numbers and nature of applicants				
	Increase in internal appointments		Organisational interventions to respond to employee survey results	1 st April 2009 onwards	HIROD team	Portfolio Holder for Human Resources and Legal and Democratic Services	
	Employee satisfaction	% of staff agreeing that BDC has motivated staff (BDC staff survey 2008/09 baseline = 29%) % staff agreeing things are changing for the better (BDC staff survey 2008/09 baseline = 43%)	Employee Survey at 15-18 month intervals Identification of trends through 'Connect with Kev' on a quarterly basis	Delivery of IIP action plan/ Employee survey recovery plan	31 March 2010	HIROD team	Portfolio Holder for Human Resources and Legal and Democratic Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
		% staff agreeing they are consulted about things that affect them (BDC staff survey 2008/09 baseline = 51%)					
	Industrial relations	No industrial action	Monitoring through union meetings	6-weekly meeting with unions attended by senior managers	31 March 2012	HROD team	Portfolio Holder for Human Resources and Legal and Democratic Services
				Annual review of JCC arrangements	30 November 2009	HROD team	Portfolio Holder for Human Resources and Legal and Democratic Services
	Safe working environment	Reduction in number of near-misses	Monthly accident statistics	Development of Health and Safety strategy	30 June 2010	HROD team	Portfolio Holder for Human

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
			reported to CMT				Resources and Legal and Democratic Services

8. Corporate Performance Indicators

The Council's set of Corporate Performance Indicators has been revised to take account of the reduction in the number of Council priorities from five to four and also to take account of the new set of National Indicators (NIs) that was introduced in April 2008. For some NIs targets have been set for the first time this year using baseline data collected over the past year. NIs have replaced Best Value Performance Indicators (BVPs) which were in use from 2000-2008 and they will be used to inform Comprehensive Area Assessments (CAA) which will commence in 2009. CAA will place a far stronger emphasis on outcomes and public perception than has previously been used to assess public sector performance.

A total of 198 new National Indicators (NIs) have been in use since April 2008. Of the 198 indicators only 64 apply at the District Council level and of those there are only 17 that are collected by district councils. This significant reduction has given us the opportunity to focus our attention on local performance measures that better reflect our priorities.

PI Ref	PI Description	HoS	Set targets or baseline in 2009?	Reporting frequency	Targets		
					09/10	10/11	11/12
Priority - Town centre – Outcome measures							
	%age satisfied with retail & leisure facilities in town centre (source - Customer Panel survey)	Phil Street	T	Annual	20%	21%	22%
	%age satisfied with transport links to/from the town centre (source - Customer Panel survey)	Hugh Bennett	T	Annual	26%	27%	28%
	%age satisfied with Christmas lights (source - Customer Panel survey)	Phil Street	T	Annual	37%	39%	41%
	%age satisfied with the range and quality of shops (source - Customer Panel survey)	Phil Street	T	Annual	18%	19%	20%
Priority - Town centre – Output measures							
	Net number of new businesses in town centre (with a shop front). New	Phil Street	B	Quarterly	n/a	n/a	n/a

PI Ref	PI Description	HoS	Set targets or baseline in 2009?	Reporting frequency	Targets		
					09/10	10/11	11/12
	indicator						
	Town centre car park usage. New indicator	Mike Bell	B	Monthly	n/a	n/a	n/a
	Community transport usage. New indicator	Hugh Bennett	B	Monthly	n/a	n/a	n/a
	Shopmobility centre usage. New indicator	Mike Bell	T	Monthly	150 per month	160 per month	170 per month
Priority - Housing - Outcome measures							
	Satisfaction measures for DFGs (existing survey to be revised)	Dave Hammond	B	Quarterly	n/a	n/a	n/a
NI 155	No. of affordable homes delivered	Dave Hammond	T	Quarterly	80	80	80
NI 156	No. of households occupying temporary accommodation	Dave Hammond	T	Quarterly	< 34	< 34	< 34
Priority - Housing - Output measures							
	Average time from referral to completion for DFGs - category 1	Dave Hammond	T	Quarterly	34 weeks	34 weeks	34 weeks
	Average time from referral to completion for DFGs – category 2	Dave Hammond	T	Quarterly	38 weeks	35 weeks	35 weeks
	Average time from referral to completion for DFGs - category 3	Dave Hammond	T	Quarterly	52 weeks	52 weeks	52 weeks
	% of DFG budget allocated to approved schemes	Dave Hammond	Activity measure	Quarterly	n/a	n/a	n/a
	% of DFG budget spent	Dave Hammond	Activity measure	Quarterly	n/a	n/a	n/a
Priority – Sense of Community Outcome measures							
Anti Social Behaviour and Crime							
NI 17	Perception of anti social behaviour - Annual (source - Place survey/	Mike Bell	B	Annual	n/a	n/a	n/a

PI Ref	PI Description	HoS	Set targets or baseline in 2009?	Reporting frequency	Targets		
					09/10	10/11	11/12
NI 21	Customer Panel survey) Dealing with local concerns about anti-social behaviour and crime issues by the local council and police - Annual (source - Place survey/ Customer Panel survey)	Mike Bell	B	Annual	n/a	n/a	n/a
NI 27	Understanding of local concerns about anti-social behaviour and crime issues by the local council and police – Annual (source - Place survey/ Customer Panel survey)	Mike Bell	B	Annual	n/a	n/a	n/a
Community Events							
	Active survey (Sport England) - Satisfaction	Mike Bell	T	Annual	71%	72%	73%
	Satisfaction with parks & open spaces (source - Customer Panel Survey)	Mike Bell	T	Annual	69%	71%	73%
	Satisfaction with bandstand (source - Customer Panel Survey)	Mike Bell	T	Annual	34%	36%	38%
	Satisfaction with street theatre (source - Customer Panel Survey)	Mike Bell	T	Annual	31% ^x	33%	35%
	Satisfaction with indoor sports facilities (source - Customer Panel Survey)	Mike Bell	T	Annual	28%	30%	32%
	Satisfaction with outdoor sports facilities (source - Customer Panel Survey)	Mike Bell	T	Annual	24%	26%	28%
	Satisfaction with bonfire night (source - Customer Panel Survey)	Mike Bell	T	Annual	25%	27%	29%
	Overall satisfaction with cultural & recreational facilities (source - Customer Panel Survey)	Mike Bell	T	Annual	28%	30%	32%
NI 11	Engagement in the Arts (county wide)	Mike Bell	T	Annual	51%	52%	53%

PI Ref	PI Description	HoS	Set targets or baseline in 2009?	Reporting frequency	Targets		
					09/10	10/11	11/12
Community influence							
NI 4	% of people who feel that they can influence decisions in their locality Annual (source - Place Survey/Customer Panel survey)	Hugh Bennett	B	Annual	n/a	n/a	n/a
	Awareness of Budget jury process (Customer Panel Survey)	Hugh Bennett	B	Annual	n/a	n/a	n/a
Sense of Community							
NI 3	Civic participation in the local area (source - Place survey/ Customer Panel survey)	Claire Felton	B	Annual	n/a	n/a	n/a
NI 1	% of people who believe people from different backgrounds get on well together in their local area (source - Place survey/ Customer Panel survey)	Claire Felton	B	Annual	n/a	n/a	n/a
	NI 2 - % of people who feel that they belong to their neighbourhood (source - Place survey/ Customer Panel survey)	Mike Bell	B	Annual	n/a	n/a	n/a
	Electoral turnout	Claire Felton	T	Annual	n/a	n/a	38%
Priority – Sense of Community Output measures							
Anti Social Behaviour and Crime							
CS2	Diversionary activities – number of sessions provided	Mike Bell	T	Quarterly	157	165	173
CS3	Diversionary activities – number of users attending	Mike Bell	T	Quarterly	436	458	481
NWBCU1	Number of Burglaries	Mike Bell	T	Monthly	360	n/a	n/a
NWBCU2	Number of violent crimes	Mike Bell	T	Monthly	1056	n/a	n/a
NWBCU3	Number of robberies	Mike Bell	T	Monthly	60	n/a	n/a

PI Ref	PI Description	HoS	Set targets or baseline in 2009?	Reporting frequency	Targets		
					09/10	10/11	11/12
NWBCU4	Number of vehicle crimes	Mike Bell	T	Monthly	768	n/a	n/a
	% of PACT meetings attended by CMT members	Hugh Bennett	T	Quarterly	85%	85%	85%
CS1A	CCTV incidents reported – Crime	Mike Bell	T	Monthly	2983	3600	3600
CS1B	CCTV incidents initiated by CCTV	Mike Bell	T	Monthly	1047	1100	1100
	Number of Domestic violence incidents investigated - new local PI from CDRP figures	Mike Bell	B	Quarterly	n/a	n/a	n/a
	% of DV incidents resulting in a charge – new local PI from CDRP figures	Mike Bell	B	Quarterly	n/a	n/a	n/a
Community Events							
SC1	Attendance at arts events	Mike Bell	T	Monthly	25,250	25,750	26,275
SC2	Attendance at bonfire	Mike Bell	T	Annual	11,350	11,575	11,800
SC3	Sports centres usages	Mike Bell	T	Monthly	672,420	755,425	787,767
SC4	Sports development usages	Mike Bell	T	Monthly	20,505	22,556	24,812
NI 8	Adult Participation in Sport	Mike Bell	T	Annual	22%	23%	n/a
	Active survey (Sport England) – Participation	Mike Bell	T	Annual	24.7%	25.7%	26.7%
	Active survey (Sport England) – Volunteering	Mike Bell	T	Annual	5.7%	6.7%	7.7%
	Active survey (Sport England) – Club Membership	Mike Bell	T	Annual	30%	31%	32%
	Active survey (Sport England) – Receiving Tuition	Mike Bell	T	Annual	20.7%	21.7%	22.7%
	Active survey (Sport England) – Organised competition	Mike Bell	T	Annual	18.5%	19.5%	20.5%
Community influence							
	% of PACT meetings attended by CMT members (quarterly)	Hugh Bennett	T	Quarterly	85%	85%	85%
NI 3	Civic participation in the local area	Claire	B	Annual	n/a	n/a	n/a

PI Ref	PI Description	HoS	Set targets or baseline in 2009?	Reporting frequency	Targets		
					09/10	10/11	11/12
	Annual (source - Place Survey/ Customer Panel survey)	Felton					
	Number of children attending "You decide" consultation events	Phil Street	T	Annual	80	90	100
	Number of responses to internet budget consultation	Hugh Bennett	T	Annual	30	40	50
	%age of residents who know who their local councillor is (source - Customer Panel Survey)	Claire Felton	T	Annual	42%	43%	45%
	Number of lifeline units in use	Mike Bell	T	Monthly			
Sense of Community							
N16	participation in regular volunteering Annual (source - Place survey/ Customer Panel survey)	Hugh Bennett	B	Annual	n/a	n/a	n/a
	Proportion of members of the Equalities and Diversity forum and Disabled Users Group satisfied with the Council – new local indicator	Claire Felton	B	Quarterly	n/a	n/a	n/a
	Number of people attending E & D events (e.g. Divali, Black history month) new local indicator	Claire Felton	B	Quarterly	n/a	n/a	n/a
	%age of electoral age on electoral roll – new local indicator	Claire Felton	B	Quarterly	n/a	n/a	n/a
	No. of hate crime incidents	Claire Felton	activity measure	Monthly	n/a	n/a	n/a
	% of reported hate crime incidents requiring further action that received further action – new local indicator	Claire Felton	T	Monthly	100%	100%	100%
	%age of residents who remember receiving 'Together Bromsgrove' – (source - Customer Panel Survey)	Hugh Bennett	T	Annual	65%	70%	75%

PI Ref	PI Description	HoS	Set targets or baseline in 2009?	Reporting frequency	Targets		
					09/10	10/11	11/12
	%age of residents who found 'Together Bromsgrove' useful – (source - Customer Panel Survey)	Hugh Bennett	T	Annual	65%	70%	75%
Priority – Street Scene & Climate Change – Outcome measures							
	Satisfaction with cleanliness of your street (source - Customer Panel survey)	Mike Bell	T	Annual	62%	63%	65%
NI 5	Overall general satisfaction with the area (source - add question to Customer Panel survey in years when Place survey not held)	Kevin Dicks	T	Annual	55%	60%	65%
NI 194	Level of air quality – reduction of NOx and primary PM10 emission through local authority estate & operations	Phil Street	B	Annual	n/a	n/a	n/a
NI 185	CO2 reduction from local authority operations	Phil Street	B	Annual	n/a	n/a	n/a
Priority – Street Scene & Climate Change – Output measures							
	Missed household collections	Mike Bell	T	Monthly	1140	1018	1000
	Missed recycle collections	Mike Bell	T	Monthly	240	229	210
NI 191	Residual waste per household	Mike Bell	T	Monthly	593kg	593kg	593kg
NI 192	%age waste re-used, recycled or composted	Mike Bell	T	Monthly	30%	35%	40%
NI 195	Improved street & environmental cleanliness - graffiti	Mike Bell	T	3 times a year	5%	5%	5%
NI 195	Improved street & environmental cleanliness - litter	Mike Bell	T	3 times a year	13%	13%	13%
NI 195	Improved street & environmental cleanliness - detritus	Mike Bell	T	3 times a year	20%	20%	20%
NI 195	Improved street & environmental cleanliness - detritus	Mike Bell	T	3 times a year	1%	1%	1%

PI Ref	PI Description	HoS	Set targets or baseline in 2009?	Reporting frequency	Targets		
					09/10	10/11	11/12
	cleanliness - fly posting						
NI 196	Improved street & environmental cleanliness fly tipping	Mike Bell	T	3 times a year	2	2	2
NI 187	Tackling fuel poverty	Phil Street	B	Annual	n/a	n/a	n/a
Corporate and key service measures							
NI 157	Speed of processing planning applications – major	Dave Hammond	T	Monthly	80%	85%	85%
NI 157	Speed of processing planning applications –minor	Dave Hammond	T	Monthly	85%	85%	85%
NI 157	Speed of processing planning applications –other	Dave Hammond	T	Monthly	90%	90%	90%
CSCLP1	CSC - resolution at 1 st point of contact,	Deb Poole	T	Monthly	95%	95%	95%
CSCLP2	CSC - % of calls answered	Deb Poole	T	Monthly	85%	85%	85%
CSCLP3	CSC - av. speed of answer	Deb Poole	T	Monthly	20 secs	20 secs	15 secs
NI 181	time to process HOB/CT benefit claims or change events – monthly	Jayne Pickering	T	Monthly	15 days	15 days	15 days
LPIB1a	Total value of HB overpayments outstanding at the start of the quarter.	Jayne Pickering	activity measure	Quarterly	n/a	n/a	n/a
LPIB1b	Total value of HB overpayments identified during the quarter	Jayne Pickering	activity measure	Quarterly	n/a	n/a	n/a
LPIB1c	% of HB overpayments recovered during the quarter of the outstanding debt.	Jayne Pickering	T	Quarterly	15%	20%	25%
LPIB1d	Maximum % of the outstanding HB overpayments debt written off during the quarter	Jayne Pickering	T	Quarterly	2%	2%	2%
NI 179	VFM total net value of cash releasing gains since the start of 2008-09	Jayne Pickering	T	Annual	£876k	£1,341k	£1,472k

PI Ref	PI Description	HoS	Set targets or baseline in 2009?	Reporting frequency	Targets		
					09/10	10/11	11/12
	%age of invoices paid within 30 days of receipt	Jayne Pickering	T	Monthly	98%	98%	98%
	Number of complaints received	Hugh Bennett	activity measure	Monthly	n/a	n/a	n/a
	Level of equality standard	Claire Felton	T	Quarterly	level 3	n/a	n/a
	New Equality framework (replaces equality standard above in 2009/10)	Claire Felton	B	Quarterly	n/a	n/a	n/a
	Sickness absence – average days per employee	Jo Pitman	T	Monthly	8.5 days*	8.5 days*	8 days*

* Note – Sickness absence targets shown are those carried forward from last years plan. In view of the high levels of sickness in 2008/09 these targets are currently under review, revised targets will be included in the version of the report going forward to Cabinet

9. Medium Term Financial Plan 2009-2012

Budget Summary 2009/2012

The Council Plan is supported by the Council's financial resources. The three year medium term financial plan is summarised below:-

	2009/10 £'000	2010/11 £'000	2011/12 £'000
Base cost of General Fund Services	12,113	12,514	13,048
Pressures – High bids & unavoidable	1,082	1,003	1,009
Transfer re grants received – Planning Delivery & Local Authority Business Grant	-362	-23	-22
Savings	-566	-1,035	-1,196
Investment Income	-150	-121	-142
Cost of Borrowing	0	7	73
Recharge to capital programme	-133	-136	-136
Net operating expenditure	11,984	12,209	12,634
Transfer from (-) to balances	-172	5	-13
Collection Fund surplus	-39	0	0
Government Grant	-4,945	-5,047	-5,097
Council Tax @ 4.45%	-6,828	-7,167	-7,524

Budget Changes 2009/10

The Council Tax increase for 2009/10 will generate £305k of additional income for the Council, which when set alongside the demands for increased service provision made by local residents and the impact of the economic climate gives the Council very limited flexibility to meet local needs. The Council has responded to this in three ways. Firstly, all budget bids have been ranked as unavoidable, high priority, medium priority and low priority. The prioritisation of these bids is based on their contribution to the Council's corporate objectives and priorities. Secondly, the Council has agreed £0.5m of financial savings for 2009/010, rising to £1.2m in 2011/12, and thirdly the Council has a Value for Money Strategy which it has used to find further efficiencies and improve service quality.

For 2009/10 to 2011/12 the following high priority budget bids were successful:-

Key Deliverable Bids	2009/2010 £000	2010/2011 £000	2011/2012 £000	Commentary	Budget Holder	Link to Corporate Objectives	Priority Ranking	Risk to the delivery of priorities
CSC Staffing	76	76	76	2.5 fte CSAs + 1 manager (To replace the reduction in County funding)	Deb Poole	Sense Of Community	High	High risk of lack of customer service if bid not approved - reduction in number of CSAs
Disability Group & Finding a voice	1	1	1	Disability Group - Enable group to provide social and information network for people with disability and Finding a voice Determine demand for network and if one, set up network to provide support and provide voice for this community.		Sense Of Community	High	High Risk to the sense of community felt by this group of residents

Key Deliverable Bids	2009/2010 £000	2010/2011 £000	2011/2012 £000	Commentary	Budget Holder	Link to Corporate Objectives	Priority Ranking	Risk to the delivery of priorities
Fun Farm Day	0	0	0	Fun farm day - Enable BYHF to work with 16-25 year olds on organising an event (to help develop life skills and confidence). Withdrawn		Sense Of Community	High	
Allotment Project	1	1	1	Allotment Project - Regenerate run down allotment. Padstone and Greenscope Day Service to work on allotment.		Sense Of Community	High	Medium Risk - the allotment project demonstrates the Council working with disadvantaged groups across the District
Climate Change Strategy	20	20	20	Shared post to review how the Council and its partners address the issues of climate change and bio-diversity	Dave Hammond	Clean Streets and Climate Change	High	High risk of the Council being unable to fulfill its role in relation to key priority of climate change
Graduate Trainee	25	25	25	New post to improve marketing and partnership involvement across the District - linked to restructure of the department	Hugh Bennett	Sense Of Community	High	High risk of the Council being unable to improve it working with partners and stakeholders to increase the involvement of residents in consultation with the Council
Wardens/ ASB Officers	30	30	30	To increase the mainstream funded neighbourhood warden posts to 3, giving 4 in total dependant upon Safer Communities Board funding.	Mike Bell/John Godwin	Sense Of Community	High	High risk to the sense of community as more wardens will give support areas where there may be issues that need addressing.
Car Park Changes	38	38	38	To not increase car park charges in 2009/10	Mike Bell/John Godwin	Town Centre	High	Low Risk
PPG17-Play Area, R&R & maintenance	n/a	?	?	To be developed as part of PPCG17	Mike Bell/John Godwin		High	

Key Deliverable Bids	2009/2010 £000	2010/2011 £000	2011/2012 £000	Commentary	Budget Holder	Link to Corporate Objectives	Priority Ranking	Risk to the delivery of priorities
Project Support	35	35	35	Emergency Planning Assistant, Business Continuity/ Town Centre Support officer	Phil Street	Town Centre	High	High risk to the delivery of key projects to be undertaken by the Council officer will support Director and ensure projects are delivered on time
Community Transport	30	30	30	1 Drivers and vehicle - net of income received from customers	Hugh Bennett	Sense Of Community	High	High risk as concern has been raised a number of times by disadvantaged groups that this service is not available in Bromsgrove and is a high priority to our residents to improve their sense of community
Shortfall in income on B&B and Hostels	19	20	21	hostels have been transferred to BDHT and therefore no longer receive income and B&B not required	Dave Hammond	Housing	High	Low Risk
Basement Project	0	20	25	To provide SLA with basement project - support homeless and young people	Dave Hammond	Housing	High	High Risk to the delivery of the Housing priority as young people will not get the support and advice they need to prevent them from being homeless
Youth Budgeting	10	10	10	White paper - getting younger people involved	Mike Bell/John Godwin	Sense Of Community	High	Medium risk to delivery of the sense of community as young people will not have the opportunity to get involved with the Council
Consultants re EIP	100			Inspectors for investigation & preparing report -		Regeneration/Environment	High	High risk to the delivery of robust action plan for the regeneration of the District

Key Deliverable Bids	2009/2010 £000	2010/2011 £000	2011/2012 £000	Commentary	Budget Holder	Link to Corporate Objectives	Priority Ranking	Risk to the delivery of priorities
Museum	25	10	10	Cataloging and transportation link to the closure of the facility based museum service.	Mike Bell/John Godwin	Sense Of Community	High	Medium risk as the funds will not be available to support the option approved by members in relation to the museum
Permanently recruit improvement manager	25.0	0.0	0.0	To extend the contract for the improvement manager by a further 6 months - match savings included in Appendix C	Hugh Bennett		High	Medium risk as the funds will not be available to support the option approved by members in relation to the museum
Foyer 24 hour support	3.0	10.0	10.0	Joint funding of an enhanced level of support and supervision at the proposed new Foyer scheme for 16 to 25 year olds by providing (jointly funded) night time and weekend caretaking / support supervisor on site.	Dave Hammond	Housing	High	High Risk to the delivery of supported housing within the Foyer Project
MARC	15.0	15.0	15.0	Grant funding re MARC centre	Dave Hammond	Housing	High	High Risk to the sense of community as the MARC centre would ave to close and many people would n have a facility to use in the Charford area for advice and support
Neighbourhood Partnerships	22	22	22	to increase substantive funding for existing 2 neighbourhood partnerships from £4k to £15k - 08/09 funded from improvement plan (cabinet 30/04/08) (unparished)	Hugh Bennett	Sense Of Community	High	Medium Risk to delivery of the sense of community a the neighbourhood partnership scheme would not be rolled out to all are across the District and too people would not be able be as involved as was initially expected

Key Deliverable Bids	2009/2010 £000	2010/2011 £000	2011/2012 £000	Commentary	Budget Holder	Link to Corporate Objectives	Priority Ranking	Risk to the delivery of priorities
Neighbourhood Partnerships	30	60	90	To increase Neighbourhood partnerships to Hagley (£20k) and Charford (£10k) in 2009/10 and a further 2 per annum @ £15k each in 2010/11 & 2011/12	Hugh Bennett	Sense Of Community	High	Medium Risk to delivery of the sense of community across the neighbourhood partnership scheme would not be rolled out to all areas across the District and local people would not be able to be as involved as was initially expected

Council Plan 2009/2012

For 2009/10 to 2011/12 the following unavoidable spending pressures / income shortfalls were approved:

Other Possible Pressures/Unavoidables	2009/2010	2010/2011	2011/2012	Commentary
2009/10 - 2011/12	£'000	£'000	£'000	
ICT Helpdesk In-House	25	25	25	This was initially proposed as a saving but due to resource implications the department will require this to be delivered external through the 3 year plan - options are being discussed with Redditch for support
Car Park Income - 0809 shortfall	90	90	90	Shortfall anticipated in car park income
Concessionary Fares	50	50	50	Overspend on concessionary fares usage
Fuel Bills (Utilities)	50	50	50	Rising Utility Costs across Council Buildings
Elections Budget	15	15	15	Elections budget required to deliver quality service to residents and members
JE Licence & Redditch		6		To fund software JE modelling
Over 60's free swims			26	DCMS funding only available for 2 years - proposal agreed by members
Smoke Free Post	35	35	35	Grant income no longer available - grant was left in budget calculations
Election	0	10	60	Election costs - to deliver the election in 2011/12
Increase in fuel charges based on usage	90	90	90	Impact of increase in fuel charges for use of the depot fleet
License enterprise		25	25	To update Microsoft licenses
Planning apps , land charges	110	110	60	Shortfalls in income anticipated from planning applications, land charges and building regulations
Negative budgets offset	19	19	19	To correct prior year budgets
Members remuneration - increases over inflation	5	5	5	To address the costs associated with the changes to member Committees and Boards to include Champions
Income From BDHT re sale of houses	50	50	0	income target now reduced due to decline in sales - budget for economic recovery from 11/12
Air quality monitoring	20			To monitor air quality in the town centre- statutory requirement

Council Plan 2009/2012

SIA Licensing (CCTV) 2009	3	License cost for CCTV system
Charge for land rental Bromsgrove Rovers	15	To review position on the expiry date at the end of 09/10 with the aim to charge rental to Rovers
TOTAL	577	580
		550

For 2009/10 to 2011/12 the following savings were approved:

Description	2009/2010	2010/2011	2011/2012	Commentary	Risk to Delivery of Service
	£'000	£'000	£'000		
Non Domestic Rates	-30	-30	-30	Saving from revaluations of properties	Low risk
Clothing & Uniforms	-5	-5	-5	Savings on procurement and use of uniforms	Low risk
Corporate Training	-50	-50	-50	Reduction in corporate training budget to £150k per annum. Based on delivery of priority training for all staff - customer service, Personal Development Reviews.	Medium Risk of staff not able to deliver services to the expected quality of the public.
Printing & Stationery	-25	-25	-25	Improved procurement - includes saving from ICT & printing	Low risk
Member Development	-8	-8	-8	Reduction in member training budget to £15k per annum. Based on robust plan delivered during 2007/08 & 2008/09.	Medium Risk of Members not being able to undertake role to the expected quality of the public
Discretionary Rate Relief	-10	-10	-10	Reduction on relief based on prior years requests from organisations	Low risk
Emergency Planning/Works	-13	-13	-13	New SLA being discussed to reduce the level of funding allocated by Bromsgrove	Medium Risk of the Council being unable to get adequate support during emergency.
Housing Benefit Overpayment recoveries	-100	-100	-100	Additional grant received due to recovery of Housing benefit overpayments	Low risk
Income Hire Charges	-15	-15	-15	Additional income anticipated from Trade Waste Service	Medium Risk of businesses being unable to pay due to economic climate

Description	2009/2010 £'000	2010/2011 £'000	2011/2012 £'000	Commentary	Risk to Delivery of Service
ICT Training	-5	-5	-5	Reduction in budget	Low risk
ICT support infrastructure	-20	-20	-20	Savings on infrastructure	Low risk
Disaster share with Redditch	-20	-20	-20	Sharing ICT disaster recovery with Redditch	Medium risk of the joint approach not working between the two Councils.
Additional income from licensing	-10	-10	-10	Additional licensing income including increase in taxi licenses due to economic climate	Low risk
Savings from advertising	-20	-20	-20	Improved procurement from negotiating with new supplier	Low risk
Lifeline	-2	-2	-2	Saving based on PNC capital bid generated by additional service delivery and income generation opportunities.	Medium risk of the Capital Programme being rejected which would impact on the delivery of the additional income
Lifeline	-1	-5	-15	Saving based on PNC capital bid and current service review and re-modeling.	Medium risk of the Capital Programme being rejected which would impact on the delivery of the additional income
Dolphin Centre	0	0	-20	Additional income based on Health & Fitness investment and increased membership sales.	Medium risk of the public not using the gym as expected due to the economic climate
Grounds Maintenance cost review	-12	-12	-12	Following review of grounds maintenance provision in parks and open spaces, the service has been revised to generate savings identified.	Low risk
Alternative methods of service delivery / shared services	-133	-523	-654	Shared service working	Medium Risk of the savings not being delivered If joint CEO role not achieved. Council would aim to deliver savings through other joint working arrangements
Commencement of co-mingled recycling collections (collect as alternating collection with residual)	0	-100	-100	Savings as a result of moving to co-mingle waste operations	Medium risk of co-mingle service not being delivered by the County.

Appeal Consultants Budget	-10	-10	-10	Deletion of budget for appeals within the Planning process	Medium risk of specialist advice and support required if decisions are made that may be challenged on planning matters
Contractual/Overtime Changes	-14	-14	-14	Street Cleansing Operation - review of service delivery	Low Risk
Grounds Maintenance - Cemeteries	-18	-18	-18	Reduction in posts from 4 to 3 across the cemetery service and implementation of a flexible work pattern with in remaining operatives.	Low Risk
Postage Review	-5	-5	-5	Reduction in budget following review	Low Risk
Environmental Health Licensing	-10	-10	-10	Income received in respect of environmental health licensing service	Low risk of businesses not applying for licenses during current economic climate
Savings from business process change	-25			Savings to be delivered by improvement manager through reviewing business processes within the Council	Medium Risk of delivery of savings as change in processes may take longer than originally anticipated
General grants budget	-5	-5	-5	General savings	Low Risk

TOTAL SAVINGS **-566** **-1,035** **-1,196**

10. Value for Money Strategy

The Council is committed to establishing Value for Money principles in the way in which its delivers services. The key processes through which these principles are delivered are contained within the Value for Money Strategy. Some of these principles are embedded to a lesser or greater degree within the organisation; others will need to be established.

Departments must develop a vision of what services they will deliver and what the services will look like. This is already included as a key part of the Service Business Planning process. Once the vision has been established and translated into practical activities, **all** resources must be directed into achieving that vision. If any activity is only partly aimed at achieving the overall vision, the resources must be redirected to other activities. The responsibility for developing and implementing this vision must be that of the Head of Service. In order to develop and establish a Value for Money culture within the Council:-

- Departments must take care to investigate and understand customers' expectations and priorities and reallocate resources to satisfy them. This is key to making sure that resources are allocated according to the Council's overall priorities.
- Departments must act commercially in delivering services. Public sector managers act commercially when they use and procure resources (such as staff,

equipment, available funds) efficiently and those resources are solely used for achieving the overall vision of the service.

- As well as establishing Value for Money principles within their service on a day-to-day basis, departments must look to develop specific Value for Money projects aimed at generating efficiency gains and/or service improvements. The criteria for selecting these projects will focus on areas of above average cost and/or below average performance.
- The Service Business Plans must include Value for Money targets and be linked to the achievement of efficiency gains to be included in the budget. At the same time they have to deliver longer-term efficiency gains to be included in the Medium Term Financial Plan. For some services VFM targets will be relatively easy to quantify and measure. For others (e.g. planning) the achievement of a set of performance goals may constitute the achievement of Value for Money.
- Where service departments are proposing efficiencies, they must consult with central departments that possess the expertise to deal with particular issues that may arise, for example in the fields of Legal services, Financial services, ICT and Human Resources. For example, most efficiency proposals will have some HR implications for staff

and the Council and may require consultation with the trade unions.

- Departments need to monitor on a regular basis how well they are achieving the cost and performance targets. This will require the ability to access data on demand and immediately rather than at the end of a quarter or a month. Managers must hold regular meetings which concentrate on up-to-date assessments of performance and plan action to be implemented as soon as possible to improve performance.
- The large ICT projects such as the Spatial Project have the capability of delivering significant efficiencies, but these efficiencies can only be maximised if the user departments plan at an early stage how they are going to use the new technological capabilities to provide measurably better customer services and/or deliver cost savings. The departments also need to consider (and include in their service plans) how the new technologies will enable them to transform the way in which they do business and enable them to reallocate resources from traditional activities to new ways of working.
- CMT needs to consider on a regular basis examples of where authority-wide projects need to be implemented in order to deliver efficiency gains. This might include initiatives to improve sickness absence rates across the Council or procurements affecting one or more departments. The Council's Corporate

Management Team also needs to consider whether it can demonstrate that Value for Money is being delivered. This might involve considering the outsourcing of particular services such as leisure and refuse collection.

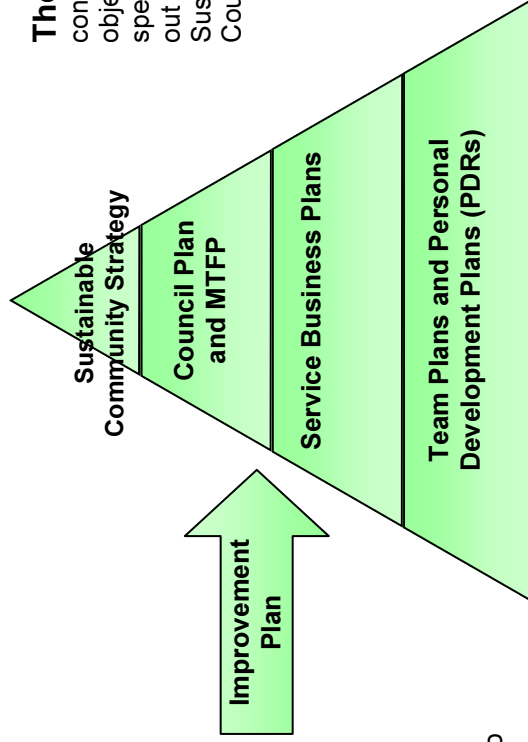
- Managers must draw up an action plan to deliver Value for Money as part of the way in which they deliver their services. This action plan needs to set out practical ways in which officers can improve Value for Money in the next year and in the medium term (1 to 5 years). The action plan must aim to improve the key performance indicators for the service as well as unit costs
- The Council will continue to use partnerships with the public, private and voluntary sector to generate efficiencies. This is already being done through initiatives such as the Worcestershire Hub.
- The Council needs to monitor Value for Money proposals to ensure they are fully implemented and the benefits realised. The Council can use its project management framework for this and the Finance Team can record efficiency gains made in the Annual Efficiency Statement.
- The portfolio holder for Financial Services will support the awareness and ownership of Value for Money at the Member level.

11. Council's Performance Management Arrangements

Corporate Performance Management Framework

The Council's Performance Management Framework seeks to create explicit links between the Sustainable Community Strategy, Council Plan, Service Business Plans and Team/Personal Development Plans

At the top of the framework is the **Sustainable Community Strategy**. It is a ten year plan that has been developed by the Bromsgrove Partnership, comprising public, private, voluntary and community organisations, which have been consulted with locally to identify the priorities for the area. The Sustainable Community Strategy represents an 'umbrella' plan from which each organisation prepares its own strategy to deliver aspects of the Sustainable Community Strategy for which it is responsible.



Improvement Plan. The Improvement Plan provides a link between the three year Council Plan and the one year Service Business Plans. It extracts key actions for the year ahead in a project chart format, against which progress is reported each month, using a traffic light system.

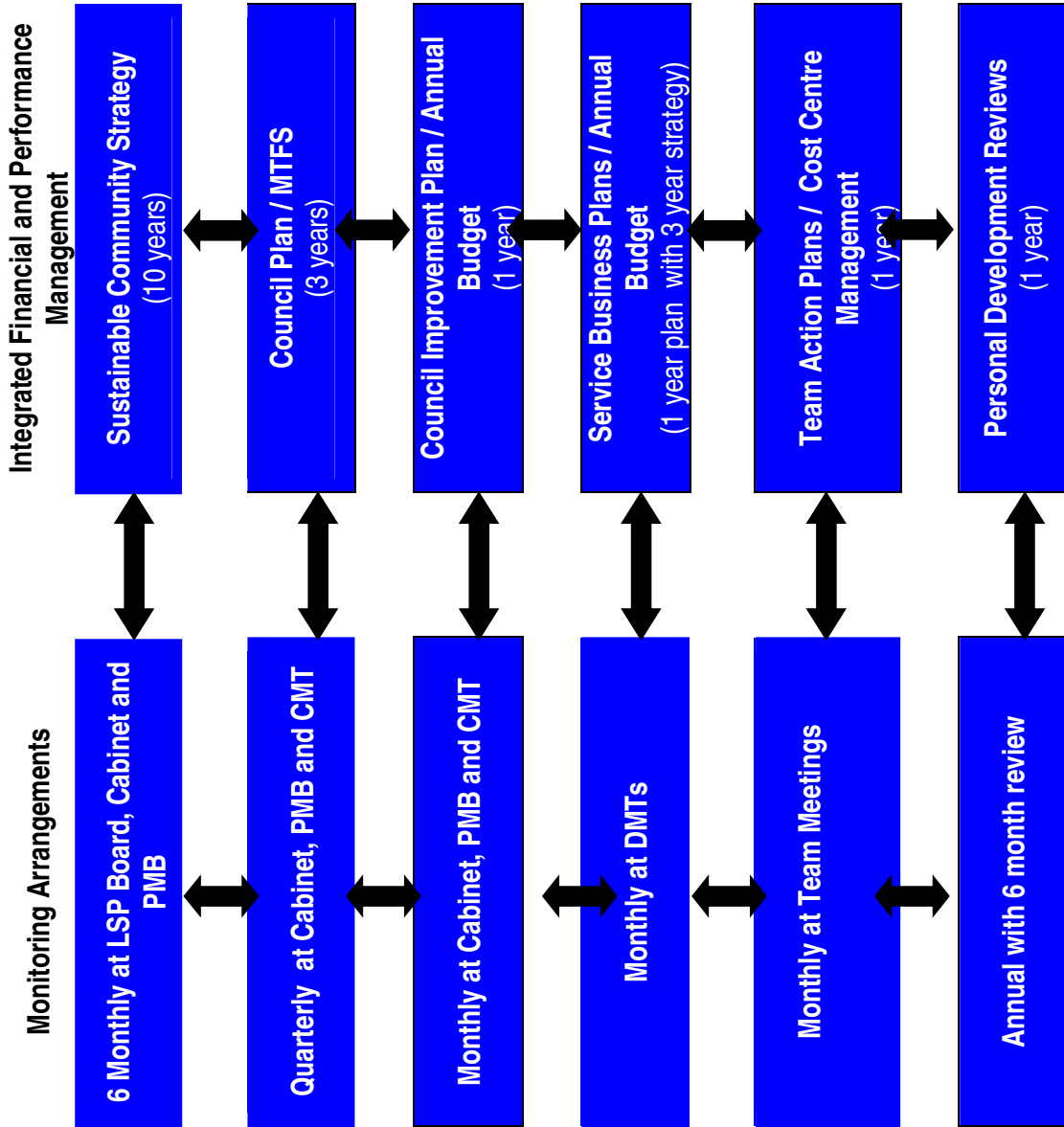
Performance Management

Progress against our plans are monitored and managed at a number of levels (see also overleaf):-

1. Cabinet receives a quarterly integrated financial and performance report and an Improvement Plan update each month.
2. The non-executive Performance Management Board receives monthly updates on the corporate performance indicators and the Improvement Plan. Any issues identified are reported to Cabinet.
3. All the above information goes to the Council's Corporate Management Team each month and it also receives quarterly updates against the service business plans.

The Council Plan. The Plan is based on consultation and sets out the Council's corporate objectives and priorities for the next three years in specific and measurable terms. The Plan also sets out how the Council will contribute to the Sustainable Community Strategy and drives the Council's Medium Term Financial Plan (MTFP)

Service Business Plans identify at a departmental level the actions we plan to undertake in order to deliver the Council Plan and Improvement Plan. These are then translated into team plans and individual PDRs, ensuring all staff understand their role in delivering the Council's priorities. The progress against our Service Business Plans is monitored quarterly at Corporate Management Team while staff receive a formal review of their PDR every six months.



12. Glossary of Terms

Term	Definition
Audit Commission	The regulatory body that has responsibility for examining the work of local authorities.
Best Value	A legal duty (Local Government Act 1999) designed to make sure that local authorities continually improved their value for money.
Building Pride	The Council's transformation programme designed to make Bromsgrove District Council an excellent local authority.
Corporate Management Team (CMT)	The Council's officer management team made up of the Chief Executive, Executive Director Services, Executive Director Partnerships and Projects, Assistant Chief Executive and the seven Heads of Service and one deputy Head of Service.
Comprehensive Performance Assessment (CPA)	An external assessment by the Audit Commission which made a judgement on the whole of a Council's performance and provided a single rating of Excellent, Good, Fair, Weak or Poor.
Comprehensive Area Assessment (CAA)	A new external assessment that will replace CPA from April 2009. This will look across councils, health bodies, police forces, fire and rescue services and others responsible for local public services and assess and report how well public money is spent to provide an independent assessment of the prospects for local areas and the quality of life for people living there.
Sustainable Community Strategy	A long-term vision for the District as a whole. The Strategy co-ordinates the actions of public, private and community organisations in meeting the needs and priorities of local communities. Under the Local Government Act 2000, all local authorities are required to work in partnership with the community, business, voluntary sector and other public sector partners to develop a long-term strategy to promote the social, economic and environmental well-being of their local communities.
Local Area Agreement (LAA)	A form of contract between Central Government and the Worcestershire Local Strategic Partnership for the delivery of 35 outcomes supported by approximately 90 targets. The LAA includes a pump priming grant from Central Government and the payment of a reward grant for successful delivery of some of the targets.

Term	Definition
Local Strategic Partnership (LSP)	A family of partnerships and organisations that is working to a common aim - to improve the quality of life in the District and deliver the Sustainable Community Strategy.
Medium Term Financial Plan	A three year budget for the Council's expenditure and income, linked to the Council's objectives and priorities.
Objectives	The broad goals for the Council, within which priorities are set.
Performance Development Review	A formal meeting between a member of staff and their line manager to review past work and agree future work, setting standards and targets.
Performance indicators	Yardsticks used to assess our achievements.
Performance Management Framework	Sets out the processes by which Elected Members, Officers and residents can monitor how the Council is performing.
Priorities	The four areas identified by Elected Members and Officers where we wish to make significant improvement in how we perform.
Service Business Plans	One year plans that set out what each department intends to deliver over the coming year.
Spatial Business Project	A large ICT project designed to improve customer service through data integration.
Target(s)	A fixed goal or objective which results in improvements.
Values	The fundamental principles that guide the way we work.
Vision	The ideal of how we would like the District and the Council to be in the future.

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

CABINET

4TH MARCH 2009

IMPROVEMENT PLAN EXCEPTION REPORT [DECEMBER 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 Improvement Plan Exception Report for December 2008 (Appendix 1).

2. RECOMMENDATION

- 2.1 That Cabinet considers and approves the revisions to the Improvement Plan Exception Report attached as Appendix 1, and the corrective action being taken.
- 2.2 That Cabinet notes that for the 131 actions highlighted for December within the plan 76.3 percent of the Improvement Plan is on target [green], 3.9 percent is one month behind [amber] and 9.9 percent is over one month behind [red]. 9.9 percent of actions have been reprogrammed with approval. [NB reprogrammed actions are those that have been suspended completely and those that have been moved to a later point in the year. Extended actions are listed separately are actions that are anticipated to take longer than had originally been programmed].
- 2.3 This month's performance is shown on the first page of Appendix 1.

3 BACKGROUND

- 3.1 July 2008 Cabinet approved the Improvement Plan 2008/09. The Improvement Plan is directly linked to the five corporate priorities and thirteen enablers identified in the Council Plan 2008/2011.
- 3.2 The Improvement Plan is designed to push the Council through to a rating of Fair during 2008.

4. FINANCIAL IMPLICATIONS

- 4.1 No financial implications.

5. LEGAL IMPLICATIONS

5.1 No legal implications.

6. COUNCIL OBJECTIVES

6.1 The Improvement Plan relates to all of the Council's four objectives and five priorities as per the 2008/2011 Council Plan.

7. RISK MANAGEMENT

7.1.1 The risks associated with the Improvement Plan are covered in the CCPP departmental risk register. Specific corporate risks are related to the Improvement Plan in the following ways:

Corporate Risk Title	Improvement Plan Reference
KO1: Effective Financial Management and Internal Control	FP2 – Financial Management FP3 – Financial Strategy
KO2: Effective corporate leadership	FP1 – Value for Money FP2 – Financial Management FP3 – Financial Strategy FP4 – Financial and Performance Reporting PR2 – Improved Governance
KO3: Effective Member / Officer relations	PR2 – Improved Governance HROD1 – Learning and Development
KO4: Effective Member / Member relations	PR2 – Improved Governance HROD1 – Learning and Development
KO5*: Full compliance with the Civil Contingencies Act and effective Business Continuity	PR1 – Customer Process
KO6: Maximising the benefits of investment in ICT equipment and training	PR3 – Spatial Business Project
KO7: Effective partnership working	PR4 – Improved Partnership Working
KO8: Effective communications (internal and external)	PR1 – Customer Process FP4 – Financial and Performance Reporting HROD 4– Performance Culture
KO9: Equalities and diversity agenda embedded across the Authority	CP3 – Customer Service CP4 – Sense of Community
KO10: Appropriate investment in employee development and training	HROD1 – Learning and Development HROD2 – Modernisation HROD4 – Performance Culture
KO11: Effective employee recruitment and retention	HROD2 – Modernisation
KO12: Full compliance with all Health and Safety legislation	FP3 – Financial Strategy PR1 – Customer Process

	HROD2 – Modernisation
KO13: Effective two tier working and Community Engagement	CP4 – Sense of Community PR4 – Improved Partnership Working
KO14: Successful implementation of Job Evaluation	HROD2 - Modernisation
KO15: All Council data is accurate and of high quality	FP2 – Financial Management FP4 – Financial and Performance Reporting PR3 – Spatial Business Project HROD4 – Performance culture
KO16: The Council no longer in recovery	FP1 – Value for Money FP4 – Financial and Performance Reporting
KO17: Effective Projects Management	FP1 – Value for Money PR3 – Spatial Business Project
KO19: Effective Business and Performance Management	FP4 – Financial and Performance Reporting
KO20: Effective Customer Focused Authority	CP3 – Customer Service CP4 – Sense of Community PR1 – Customer Process

* KO5 and KO18 have been merged

8. CUSTOMER IMPLICATIONS

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

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 Please see sections CP3 and CP4 of the Improvement Plan

10. VALUE FOR MONEY IMPLICATIONS

10.1 See section FP1 of the Improvement Plan

11. OTHER IMPLICATIONS

Procurement Issues: See Section FP1 of the Improvement Plan.
Personnel Implications: See Sections HROD1-HROD4 of the Improvement Plan.
Governance/Performance Management: See Sections FP4 and PR2 of the Improvement Plan.
Community Safety including Section 17 of Crime and Disorder Act 1998: See section CP4 of the Improvement Plan
Policy: All sections of the Improvement Plan relate to this.
Environmental: See sections CP1 and PR5 of the Improvement Plan.

12. OTHERS CONSULTED ON THE REPORT

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

13. **WARDS AFFECTED**

13.1 All wards

14. **APPENDICES**

14.1 Appendix 1 Improvement Plan Exception Report December 2008

15. **BACKGROUND PAPERS:**

15.1 The full Improvement Plan for November can be found at www.bromsgrove.gov.uk under meetings Minutes and Agendas. A hard copy is also left in the Members' Room each month.

CONTACT OFFICER

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

Exception Report for December 2008 Improvement Plan

Appendix 1

PROGRESS IN 2008

Overall performance as at the end of December 2008, in comparison with the previous year, is as follows: -

July 2007			August 2007			September 2007			October 2007			November 2007			December 2007		
RED	1	0.6%	RED	1	0.7%	RED	4	2.4%	RED	3	1.8%	RED	5	3.1%	RED	3	2.0%
AMBER	5	3.2%	AMBER	13	9.2%	AMBER	11	6.6%	AMBER	16	9.6%	AMBER	11	7.0%	AMBER	17	11.6%
GREEN	152	95.6%	GREEN	126	88.7%	GREEN	149	89.2%	GREEN	142	85.0%	GREEN	138	86.9%	GREEN	121	82.3%
REPRO	1	0.6%	REPRO	2	1.4%	REPRO	3	1.8%	REPRO	6	3.6%	REPRO	5	3.1%	REPRO	6	4.1%

January 2008			February 2008			March 2008			April 2008			May 2008			June 2008		
RED	2	1.4%	RED	2	1.4%	RED	2	1.5%	RED	3	2.7%	RED	8	7.55%	RED	6	6.3%
AMBER	16	11.4%	AMBER	10	7.3%	AMBER	10	7.4%	AMBER	11	9.9%	AMBER	4	3.8%	AMBER	4	4.2%
GREEN	118	84.3%	GREEN	122	88.4%	GREEN	117	86.7%	GREEN	92	82.9%	GREEN	86	81.1%	GREEN	74	77.0%
REPRO	4	2.9%	REPRO	4	2.9%	REPRO	6	4.4%	REPRO	5	4.5%	REPRO	8	7.55%	REPRO	12	12.5%

July 2008			August 2008			September 2008			October 2008			November 2008			December 2008		
RED	11	8.6%	RED	17	14.4%	RED	16	11.9%	RED	15	10.6%	RED	12	8.7%	RED	13	9.9%
AMBER	3	2.3%	AMBER	4	3.4%	AMBER	8	6.0%	AMBER	7	5.0%	AMBER	8	5.8%	AMBER	5	3.9%
GREEN	114	89.1%	GREEN	96	81.4%	GREEN	99	73.9%	GREEN	104	73.8%	GREEN	106	76.8%	GREEN	100	76.3%
REPRO	0	0%	REPRO	1	0.8%	REPRO*	11	8.2%	REPRO	15	10.6%	REPRO	12	8.7%	REPRO	13	9.9%

January 2009			February 2009			March 2009			April 2009			May 2009			June 2009		
RED			RED			RED			RED			RED			RED		
AMBER			AMBER			AMBER			AMBER			AMBER			AMBER		
GREEN			GREEN			GREEN			GREEN			GREEN			GREEN		
REPRO			REPRO			REPRO			REPRO			REPRO			REPRO		

Exception Report for December 2008 Improvement Plan

Appendix 1

Where: -

	On Target or completed		One month behind target or less		Over one month behind target		Original date of planned action		Re-programmed date.*
--	------------------------	--	---------------------------------	--	------------------------------	--	---------------------------------	--	----------------------

* NB. Reprogrammed actions are both those that have been suspended completely and those that have been moved to a later point in the year. They are not actions that have been extended and they do not appear on the exception report.

Out of the total of 118 actions for December 2008, 4 actions have been extended with approval. This amounts to 3.4 percent of the original actions scheduled for this month. Extended actions are shown with hatched marking and extend the timescale of a current or ongoing action on the Improvement Plan. The actions that have been extended this month are: High Street enhancement and improved High Street events (1.6); Popularity of events programme x 2 (4.3); and Integrated financial and performance information (7.2)

An Exception Report detailing corrective actions follows:

CP1: Town Centre																		
Ref	December 2008 Action		Colour		Corrective Action											Who	Original Date	Revised Date
1.2.2	Identify commercial support		[Red Hatched]		Issues and options consultation ended in September. Advice sought on OJEU process from commercial advisors regarding market hall site. There are no plans now to appoint a preferred developer for wider developments. Report went to Cabinet in November. Sale of site to retailer no longer to be pursued, the site will now go out to OJEU procurement in early 2009. New timescale will be introduced											PS	Jul-08	2009
Ref.	Action	Lead			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action	
1.2.	Work Commenced (see 1.4)																	
1.2.2	Identify commercial support	PS	[Red]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Red Hatched]	Sale of site to retailer no longer to be pursued, the site will now go out to OJEU procurement in early 2009.	

Page 465

CP1: Town Centre																	
Ref	December 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		
1.3.1	Consultation on Parkside				Application made by Bromsgrove Society to English Heritage to list the building. Listed status now granted which now precludes buying police and fire stations on the site.										PS	Aug-08	Dec-08
1.3	Agree sites for relocation of public sector partners																
1.3.1	Consultation on Parkside	PS														Appeal lodged by county council with regard to listing of Parkside School building. Meeting held with English Heritage about extent of listing. Access to medical centre to be discussed further with English Heritage. Planning permission granted for medical centre.	

Exception Report for December 2008 Improvement Plan

Appendix 1

CP1: Town Centre																	
Ref	December 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.4.2	Seek commercial advice		[Red Hatched]		Advice on OJEU procurement process has now been received on market hall site. Report went to Cabinet and it was approved that market hall site be redeveloped through OJEU procurement process.										PS	Jul-08	Nov-08
Ref.	Action	Lead			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
1.4	Reach agreement on redevelopment of the market hall site																
1.4.2	Seek commercial advice	PS	[Red]	[Red]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Green Hatched]								No further action on redevelopment agreed until market hall site has been procured.	

CP1: Town Centre																	
Ref	December 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.6.2	Meet with AWM		[Red Hatched]		Meeting arranged with AWM and will take place on 20 th January										PS	Sept-08	Jan-09
Ref.	Action	Lead			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
1.6	High street enhancement and improved high street events																
1.6.2	Meet with AWM	PS			[Red]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Hatched]							Extended further, to January	

CP1: Town Centre																	
Ref	December 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		
1.7.1	Network Rail to agree business case and funding for station.				Network Rail still working on business case and multiple funding of station project. There is not much the District Council can do here, but wait for the funding package to be agreed. The funding gap remains at £6.2m.										HB	Jul-08	Jan 09
1.7	Agree funding and planning permission for train station redevelopment, with transport links to town centre																
1.7.1	Network Rail to agree business case and funding for station.	HB														Positive meeting with Network Rail. Two funding routes being pursued: regional funding allocation and Advantage West Midlands. County Council is procuring consultants for socio-economic business case for station. Agreement on cross city line electrification to Bromsgrove almost guarantees funding. Regional Funding Allocation appears to be most likely. The Council has recently received the first plans from Network Rail for the station. The County Council has also completed its travel assessment of the station.	

CP1: Town Centre																	
Ref	December 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.7.2	Agree historic dimension to new build.				There have been discussions with Network Rail and BRUG, but until the station funding package is agreed this cannot be finalised.										HB	Jul-08	Jan 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.7	Agree funding and planning permission for train station redevelopment, with transport links to town centre																
1.7.2	Agree historic dimension to new build.	HB														As circumstances have altered a new timescale is likely to be introduced	

CP1: Town Centre																	
Ref	December 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.7.3	Obtain planning permission.				The first plan for the station has been received and is currently with the Planning Team.										HB	Jul-08	Jan 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.7	Agree funding and planning permission for train station redevelopment, with transport links to town centre																
1.7.3	Obtain planning permission.	HB														A decision needs to be reached on whether the scheme can be a permitted development or whether it needs to be treated as a major planning application.	

CP4: Sense of Community																	
Ref	December 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		
4.3.1 3	Establish monitoring & meeting arrangements set out in the SLA with the Artrix.				Work in this area is ongoing due to concern raised by the Operating Trust of the Artrix over some of the phrasing in the agreement document. Extended to December.										JG	Jul-08	Feb 09
4.3 Popularity of events programme																	
4.3.13	Establish monitoring & meeting arrangements set out in the SLA with the Artrix.	JG														Officers have forwarded the revised SLA to the Operating Trust and are awaiting feedback before commencing formal discussions. Officers have yet to receive feedback and are at present chasing this issue up and requesting completion pre Christmas. A meeting is being held on the 17 th Dec and it is envisaged that the formal document will be signed by both parties in Feb 09.	

CP4: Sense of Community																		
Ref	December 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			
4.3.1 4	Agree service improvement plan and targets based on SLA, previous years performance and BDC user feedback out turns.		Work in this area is ongoing due to concern raised by the Operating Trust of the Artrix over some of the phrasing in the agreement document. Extended to December.													JG	Jul-08	Feb-09
4.3	Popularity of events programme																	
4.3.14	Agree service improvement plan and targets based on SLA, previous years performance and BDC user feedback out turns.	JG														A meeting is being held on the 17 th Dec and it is envisaged that the formal document will be signed by both parties in Feb 09.		

CP4: Sense of Community																			
Ref	December 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				
4.3.15	Agree service improvement plan and targets based on SLA, previous years performance and BDC user feedback out turns.	JG														Suspended as per 4.3.1.1			
4.3	Popularity of events programme																		
4.3.1	Agree service improvement plan and targets based on SLA, previous years performance and BDC user feedback out turns.															Due to delays in the acceptance of the SLA work in this area has not yet been progressed.	JG	Sep-08	Jan-09

FP1: Value For Money																	
Ref	December 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		
6.2.3	Transfer Dolphin Centre to Leisure Trust				Trust withdrew from transfer negotiations on 4 th September. Service review completed and staff informed of outcome of consultation.										PS	Jul-08	Mar - 09
6.2	Alternative methods of service delivery, to include revisiting the shared services/ joint working agenda																
6.2.3	Transfer Dolphin Centre to Leisure Trust	PS														Report went to Cabinet on 4 th December and review proposals and new business plan were accepted. Review to be implemented from 1 st February 2009. New fitness suite to be equipped and operate from March 2009.	

FP1: Value For Money																		
Ref	December 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			
6.5.3	Review implementation of Spatial project to demonstrate VFM delivered by improved use of ICT															JLP	Oct-08	Dec-08
6.5	VFM ratings																	
6.5.3	Review implementation of Spatial project to demonstrate VFM delivered by improved use of ICT	JLP															Review to be undertaken in December as part of project management review of implementation	

Page 475

FP4: Financial and Performance Reporting																		
Ref	December 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			
9.1.3	Internet consultation campaign															HB	Nov-08	Dec-08
9.1	Budget consultation																	
9.1.3	Internet consultation campaign	HB															Delayed, but did go live in December. 13 responses.	

FP4: Financial and Performance Reporting

Ref	December 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
9.3.1	Monthly reporting to Portfolio Holders		Running but need to check on how these are working. Need to re-activate this.												HB	Oct-08	Jan 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
9.3	Performance and Project Management																
9.3.1	Monthly reporting to Portfolio Holders	HB														Running but need to check on how these are working. Need to re-activate this.	

PR3: Spatial Business Project

Ref	December 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
12.2.3	Review results and revise standards		Focus groups held. Review will not take place until first draft of customer access strategy has been prepared.												HB	Sept-08	Jan 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
12.2	Speed of processing customer queries																
12.2.3	Review results and revise standards	HB														Delayed, but draft was completed in December.	

Exception Report for December 2008 Improvement Plan

Appendix 1

PR3: Spatial Business Project																	
Ref	December 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
12.2.4	Agree with CMT, Leader's and Cabinet				Review and agreement will not take place until first draft of customer access strategy has been prepared.										HB	Nov-08	Feb 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
12.2	Speed of processing customer queries																
12.2.4	Agree with CMT, Leader's and Cabinet	HB														Delayed, but now in draft. Will go to February 09 Leaders	

PR5: Planning																	
Ref	December 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
															DH	Dec 08	Jan 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
14.5	Maintain Greenbelt through enforcement and upheld appeals																
14.5.1	Maintain training programme every 12 weeks															Enforcement issues date to be arranged	

HR&OD2: Modernisation																	
Ref	December 2008 Action		Colour	Corrective Action											Who	Original Date	Revised Date
16.2.2	Implementation			Delayed pending close of consultation period in Jan 09.											JP	Aug-08	Jan 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
16.2	Single Status																
16.2.2	Implementation	JP													Implementation delayed, see 16.2.1 above		

HR&OD2: Modernisation																	
Ref	December 2008 Action		Colour	Corrective Action											Who	Original Date	Revised Date
16.2.3	Appeals			Delayed pending close of consultation period in Jan 09.											JP	Oct-08	Jan 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
16.2	Single Status																
16.2.3	Appeals	JP													Appeals delayed –see 16.2.1		

This page is intentionally left blank

By virtue of paragraph(s) 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank