



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

WEDNESDAY 29TH APRIL 2009 AT 4.00 P.M.

THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE

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

AGENDA

1. To receive apologies for absence
2. Declarations of Interest
3. To confirm the accuracy of the minutes of the meeting of the Cabinet held on 1st April 2009 (Pages 1 - 6)
4. Minutes of the meeting of the Scrutiny Board held on 24th March 2009 (Pages 7 - 10)
 - (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 31st March 2009 (Pages 11 - 16)
 - (a) To receive and note the minutes
 - (b) To consider any recommendations contained within the minutes
6. Minutes of the meeting of the Shared Services Board held on 30th March 2009 (Pages 17 - 20)
7. Policy on Earmarked Reserves and Provisions (Pages 21 - 28)
8. Countywide Home Improvement Agency and Kick Start Equity Release Scheme for Home Improvements (Pages 29 - 40)

9. Private Sector Housing Strategy (Pages 41 - 106)
10. Business Continuity Plan (Pages 107 - 218)
11. Government Connect - Code of Connection (Pages 219 - 224)
12. Improvement Plan Exception Report (February 2009) (Pages 225 - 236)
13. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting

K DICKS
Chief Executive

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA

20th April 2009

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

WEDNESDAY, 1ST APRIL 2009 AT 6.00 P.M.

PRESENT: Councillors R. Hollingworth (Leader), Mrs. J. M. L. A. Griffiths (Deputy Leader), 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

Observer: Councillor D. L. Pardoe

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

179/08 APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Dr. D. W. P. Booth JP.

180/08 DECLARATIONS OF INTEREST

There were no declarations of interest.

181/08 MINUTES

The minutes of the meeting of the Cabinet held on 4th March 2009 were submitted.

RESOLVED that the minutes be approved as a correct record.

182/08 OVERVIEW BOARD

The minutes of the meetings of the Overview Board held on 3rd March and 12th March 2009 were submitted.

RESOLVED that the minutes in each case be noted.

183/08 AUDIT BOARD

The minutes of the meeting of the Audit Board held on 16th March 2009 were submitted.

RESOLVED that the minutes of the meeting be noted.

184/08 **LOCAL DEVELOPMENT FRAMEWORK WORKING GROUP**

The minutes of the meeting of the Local Development Framework Working Group held on 16th March 2009 were submitted.

In relation to the Longbridge Area Action Plan (LAAP), the Leader referred to recent public statements from St. Modwen, the Company developing the Longbridge site. It appeared to be unlikely in the current financial climate that the Company would be willing to provide all of the funding in advance for infrastructure requirements which had been included in the LAAP. The Head of Planning and Environment Services confirmed that the LAAP contained sufficient flexibility to enable agreement on funding to be reached between the Councils involved and the Company during the development period.

RECOMMENDED that the Longbridge Area Action Plan be adopted as the development plan for the former MG Rover site.

RESOLVED that the remainder of the minutes be noted.

185/08 **PERFORMANCE MANAGEMENT BOARD**

The minutes of the meeting of the Performance Management Board held on 17th March 2009 were submitted.

RESOLVED:

- (a) that the minutes be noted;
- (b) that the recommendations contained at Minute No. 104/08 relating to issues arising from the Housing Strategy 2006/2011 be approved.

186/08 **EQUALITY AND DIVERSITY FORUM**

The minutes of the Equality and Diversity Forum held on 12th February 2009 were submitted.

During discussion on this item it was suggested that it would be useful for a representative of foster parents to attend the Forum. The Executive Director – Partnership and Projects also suggested that if a representative could be identified, involvement with the Children and Young Persons Steering Group may also be appropriate.

RESOLVED that the minutes be noted.

187/08 **BROMSGROVE MUSEUM**

Consideration was given to a report on the progress made by the museum advisory group on actions to address the future of Bromsgrove Museum. Cabinet Members were reminded of their separate roles as Members of the District Council and as Trustees of the Collection.

It was reported that a Development Plan had been received from the Friends of the Norton Collection Charitable Trust (the Friends) and this was being

considered. Members gave consideration to the current position of the property market and the need to achieve best value from its assets. Advice was received from the Section 151 Officer in this regard. Following discussion it was

RESOLVED:

- (a) that the establishment of the museum advisory group and the work it had undertaken in relation to the arrangements and costs associated with the future of Bromsgrove Museum be noted;
- (b) that the decision made by Cabinet on 1st October 2008, that the land and building which houses the Collection be sold or utilised for the best price achievable, be rescinded; and
- (c) that the Friends be offered a 5 year full repairing lease, to be completed within 6 months, at a peppercorn rent, at the expiry of which the Friends be offered the following options:
 - (i) an option to purchase at the full market value; or
 - (ii) a further full repairing lease at a commercial rent.

RECOMMENDED that the receipt of a Development Plan be noted and that this be considered by the Council in accordance with the Council's responsibilities as Trustees of the Collection.

188/08 **HOMELESSNESS GRANTS OUTTURN EXPENDITURE 2008/09 AND BIDS FOR 2009/10 AND 2010/11**

The Cabinet considered a report on the outturn of expenditure of funding allocated through the Department for Communities and Local Government (CLG) for 2008/2009, an update on performance and the proposed use of grant funding for homelessness preventative schemes for 2009/2010 - 2010/2011.

The Strategic Housing Manager reported that notification had recently been received from the CLG that an additional £10,000 of homelessness grant funding had been allocated to each of the Districts in Worcestershire to assist Authorities to deal with the likely impact on housing option services of the current recession. In order to ensure that all Councils benefitted from the funding, the CLG had decided it would be appropriate to group smaller Authorities into sub regional partnerships to reflect current cross boundary working relationships. Therefore Bromsgrove Redditch and Wyre Forest would share £30,000 with a suggestion that this funding be pooled with the allocation received by the remaining Worcestershire Authorities.

Members were concerned that officers made every effort to ensure that schemes relating to Bromsgrove benefitted fully from the additional funding and that any pooling arrangements delivered an equitable outcome for this Authority.

RESOLVED:

- (a) that the latest position on the homelessness preventative and support schemes funded through the CLG homelessness grant during 2008/2009 be noted;
- (b) that the Council's performance in reducing by half the use of temporary accommodation in advance of the Government's target date of 2010 be noted;
- (c) that the schemes recommended by the Homelessness Steering Group as set out in section 7 of the report be accepted and be funded from the Council's CLG homelessness grant for 2009/2010;
- (d) that funding of £12,000 be forward allocated from the Council's CLG homelessness grant for 2010/2011 to support the second year of the new Citizens' Advice Bureau Mortgage Rescue Money Advisor Service as set out in section 8.1 of the report; and
- (e) that the Head of Planning and Environment Services in consultation with the Portfolio Holder for Strategic Housing, be granted delegated authority to allocate any under spend, or make any further adjustments necessary, to ensure full utilisation of the grant allocation for 2009/2010 (including the additional funding referred to above) in support of existing or new schemes.

189/08 **CAPITAL PROGRAMME INCREASE - SANDERS PARK TWIN MULTI USE GAMES AREAS**

Consideration was given to a report on the proposed increase in the Council's Capital Programme for 2009/2010 to enable improvements to be undertaken at Sanders Park, including the refurbishment and enhancement of two ball courts for teenagers and a youth shelter.

It was noted that the work was to be funded from a grant from the County Youth Capital Fund. Members fully acknowledged the work which had been undertaken by officers and by the young people involved in the project to achieve a successful outcome to the bidding process.

RECOMMENDED that the Capital Programme 2009/2010 be amended to include the sum of £80,000, to be funded from the County Youth Capital Fund, in respect of improvements and enhancements to facilities in Sanders Park.

190/08 **CAPITAL PROGRAMME INCREASE - PLAY AREA ENHANCEMENTS, SWANSLength, ALVECHURCH**

Consideration was given to a report on the proposed increase in the Council's Capital Programme for 2009/2010 in respect of improvements to play facilities at Swanslength, Alvechurch.

It was noted that the work was to be funded from a grant from the Department for Children, Schools and Families (DCSF).

RECOMMENDED that the Capital programme for 2009/2010 be amended to include the sum of £50,000, to be funded from a DCSF grant, in respect of refurbishment and enhancement of play facilities at Swanslength, Alvechurch.

191/08 **WEST MIDLANDS BIODIVERSITY PLEDGE AND REVISED BIODIVERSITY ACTION PLAN**

Consideration was given to a report regarding the duty on Local Authorities under the Natural Environment and Rural Communities Act 2006 to have regard to the conservation of biodiversity in exercising their functions. The report also referred to the West Midlands Biodiversity Pledge and the revised Biodiversity Action Plan. Following discussion it was

RESOLVED:

- (a) that the signing of the West Midland Biodiversity Pledge be approved together with the revised Biodiversity Action Plan;
- (b) that the implications of (a) for Bromsgrove be noted;
- (c) that the corporate report template be amended to include a section on biodiversity implications;
- (d) that it be noted that corporate diversity issues have been included within the job description for the proposed Climate Change Officer post to be appointed on a joint basis with Redditch Borough Council.

192/08 **IMPROVEMENT PLAN EXCEPTION REPORT (JANUARY 2009)**

Consideration was given to the Improvement Plan Exception Report for January 2009, together with the corrective action being taken. It was noted that the actions which had been reprogrammed were now listed in the report. 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 110 actions highlighted within the plan for January , 86.4 percent of the plan was on target (green), 3.6 percent was one month behind (amber) and no actions were over one month behind (red). 10 percent of actions had been reprogrammed with approval.

193/08 **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 following minutes on the grounds that they involve the likely disclosure of exempt information as defined in part 1 of Schedule 12A to the Act, as amended, the relevant paragraphs of that part, in each case, being as set out below and that it is in the public interest to do so.

<u>Minute No</u>	<u>Paragraph</u>
194/08	5
195/08	3

194/08 **BROMSGROVE ROVERS FOOTBALL CLUB LEASE**

Consideration was given to a report on a proposal received from Bromsgrove Rovers Football Club in relation to the lease of the Victoria Ground. Following consideration of the report it was

RESOLVED:

- (a) that the offer made by the Cabinet at its meeting on 27th July 2005 be revoked; and
- (b) that the request for the grant of a lease as set out in the report be refused.

195/08 **SHARED SERVICES BOARD**

The minutes of the meeting of the Shared Services Board held on 3rd March 2009 were submitted.

RESOLVED that the minutes be noted.

The meeting closed at 7.45 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE SCRUTINY BOARD

TUESDAY, 24TH MARCH 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, R. J. Deeming, C. B. Taylor and C. J. Tidmarsh

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

17/08 **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

18/08 **DECLARATIONS OF INTEREST**

No declarations of interest or whipping arrangements were received.

19/08 **MINUTES**

The minutes of the last meeting of the Scrutiny Board held on 27th January 2009 were received.

With reference to minute number 15/08 (page 3), it was questioned if there had been any update in relation to when the draft Floods and Water Bill was expected to be published.

RESOLVED:

- (a) that the minutes be confirmed as a correct record; and
- (b) that the Board be informed when it was anticipated the draft Floods and Water Bill would be published.

20/08 **AIR POLLUTION - STATIONARY VEHICLES WITH RUNNING ENGINES**

Consideration was given to a report which related to taxi drivers and bus drivers leaving their vehicle engines running unnecessarily at the taxi rank and bus station at Mill Lane in Bromsgrove Town Centre.

There was some discussion regarding whether or not leaving vehicle engines running for a short period of time was better or worse for the environment than turning them off and back on. The Board also referred to the differences between modern engines and older engines in relation to the impact on air quality.

Enforcement issues were considered and although it was understood that the Police were the enforcement authority with regards to this issue, it was questioned if any Council Officer (such as a Licensing Officer) monitored the behaviour of taxi drivers and acted as an enforcer on an informal basis.

It was understood that there could be mitigating circumstances for leaving an engine running while a vehicle was stationary and an example referred to stated in the relevant guidance was "on a cold day at the taxi rank". However, there was still some concern over such behaviour and it was believed by some Board Members that this was an important issue for the public.

The Board understood that the first stage was to persuade and encourage taxi drivers and bus drivers to change their behaviour, as suggested through the recommendations within the report. However, the Chairman believed that further information from relevant officers was necessary before the Board could decide the best way forward.

RESOLVED:

- (a) that Mr. R. Goundry (Team Leader - Pollution and General) and Mrs. S. Smith (Principal Licensing Officer) be invited to attend the next meeting of the Scrutiny Board on 28th April 2009 to provide expert advice; and
- (b) that consideration of the recommendations within the report be deferred until the next meeting of the Scrutiny Board scheduled to be held on 29th April 2009.

21/08 **CABINET REQUEST FOR FLOODING SCRUTINY**

The Board considered the Cabinet request for a scrutiny exercise to be undertaken to investigate the issues and actions taken within Wards affected by flooding, including any unresolved problems.

It was understood that numerous recommendations had recently been approved by the Cabinet following the joint countywide scrutiny investigation and the Countywide Task Group would be reconvening to consider updates from all agencies involved. It was stated that information would be communicated to Members via the recommendation tracker report and that the Board Chairman would be directly involved as this Council's representative on the Countywide Task Group.

Members were also reminded of the officer group which had originally been set up to ensure approved recommendations from the Watercourses Task Group had been implemented. As advised by Overview and Scrutiny Members, the Cabinet had agreed that the officer group would revise its terms of reference and composition in order to address the implications for the District of approved recommendations contained within the Joint Countywide Flooding Report. The Board was informed that the Chairman of the Scrutiny Board and Councillor Miss D. H. Campbell had been invited to attend future meetings of the officer group.

Members were reassured that the Board would be kept up to date with progress made by the officer group in relation to implementing the flooding recommendations. Updates provided to the Countywide Task Group would also be communicated to the Board via the recommendation tracker.

It was strongly believed that flooding was an important issue which needed to be addressed, however, considering the recent work and continuing work of both officers and Members from this Council and across the County, the Board questioned what value a further scrutiny investigation would add at this stage.

The complexities surrounding flooding issues were briefly discussed, including the difficulties of ownership and responsibility. It was understood that to effectively deal with flooding matters the District Council could not work in isolation and it was important that a co-ordinated approach was taken which was why the Joint Countywide Task Group had been established originally.

Members were reassured that all agencies involved, including Parish Councils, had been consulted during the Joint Countywide Task Group investigation and had received copies of the report and therefore were aware of the recommendations. It was also stated that the report and recommendations were due to be discussed at the next Parish Council Forum.

It was believed the dedicated officer group at Bromsgrove District Council had not yet been given the opportunity to progress the recently approved recommendations relating to flooding. There was also a concern that, taking into account the continuing work of the Joint Countywide Task Group, an additional scrutiny exercise at this time could lead to unnecessary duplication. However, Members were keen to ensure that they were kept informed of progress on a regular basis to enable the Board to monitor the work of the Countywide Task Group and the Bromsgrove officer group.

RESOLVED that due to the importance of a co-ordinated approach being taken by all agencies involved to address flooding issues, another scrutiny task group should not be established at this time. However, due to the importance of this issue, the Scrutiny Board instead monitors progress made by the officer group at Bromsgrove District Council on a regular basis and is kept informed of the continuing work of the Joint Countywide Flooding Task Group in the near future via the Scrutiny Recommendation Tracker.

22/08 **SCRUTINY RECOMMENDATION TRACKER**

Members of the Board considered the items contained within the Scrutiny Recommendation Tracker and questions raised were answered by the Executive Directors.

RESOLVED that the Scrutiny Recommendation Tracker be noted.

23/08 **WORK PROGRAMME**

The Board considered the items included within its Work Programme.

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

The meeting closed at 7.00 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE OVERVIEW BOARD

TUESDAY, 31ST MARCH 2009 AT 6.00 P.M.

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

Invitees: Councillor Mrs. J. M. L. A. Griffiths and Mr. D. Balme
(Worcestershire County Council's Highways)

Observers: Councillor C. B. Taylor

Officers: Mr. T. Beirne, Mr. P. Street, Mrs. C. Felton, Mrs. S. Sellers,
Ms. S. Lai and Ms. D. McCarthy

45/08 APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Miss D. H. Campbell JP.

46/08 DECLARATIONS OF INTEREST

No declarations of interest or whipping arrangements were received.

47/08 MINUTES

The minutes of the Overview Board meetings held on 3rd March 2009 and 12th March 2009 were submitted.

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

48/08 CABINET RESPONSE TO THE ANTI-SOCIAL BEHAVIOUR AND ALCOHOL FREE ZONES TASK GROUP REPORT

Councillor Mrs. J. M. L. A. Griffiths, Portfolio Holder for Street Scene and Community Safety, presented the Cabinet's response to the Anti-Social Behaviour and Alcohol Free Zones Task Group Report and answered the Board's questions relating to recommendations 3 and 4 regarding Fixed Penalty Notices (FPN) and CCTV.

On behalf of the Board, the Chairman thanked Councillor Mrs. Griffiths for attending the meeting and answering the Board's questions.

RESOLVED that the Cabinet's Response be noted.

49/08 **BIODIVERSITY ISSUES**

Ms. S. Lai, Planning Officer, was introduced to the Board and welcomed to the meeting.

Following the Board's request at the last ordinary meeting on 3rd March 2009 for more information, Mr. P. Street, Executive Director – Partnerships and Projects, tabled the Biodiversity Action Plan Actions together with an example of biodiversity training.

Officers referred to section 1(b) on page 3 of the Biodiversity Action Plan Actions which listed actions which could be taken by Bromsgrove District Council. Members were informed that a pro-forma would need to be completed to demonstrate that actions had been pursued.

It was noted that target dates varied as the Pledge included actions covering a 10 year period. It was explained that officers would need to identify the order in which actions were to be implemented and it was intended that initially, the focus would be on those actions with a deadline of 2010.

Members of the Board believed it was essential that the Council raised awareness of the West Midlands Biodiversity Pledge and Action Plan and officers agreed that necessary publicity would be issued to make certain members of the public were kept informed. It was anticipated that the work undertaken would be monitored by the Climate Change Working Group.

It was confirmed that where appropriate, other agencies would be involved (such as the Environment Agency, Worcestershire Wildlife Trust and Parish Councils). It was noted that such partnership work would also include voluntary sector organisations. However, Mr. Street made it clear that it was Bromsgrove District Council which was the lead authority and therefore was ultimately responsible for ensuring the actions were pursued.

RESOLVED that the update provided be noted.

50/08 **AIR QUALITY - LOW EMISSION ZONES**

Mr. D. Balme from Worcestershire County Council's Highways was welcomed to the meeting and the information he had supplied relating to Low Emission Zones (LEZ) was discussed.

The Board raised a number of questions such as how the scheme would be administered, the costs of such a scheme and appropriate enforcement arrangements.

Clarification was sought on the stages of the process and the Board was advised by Mr. Balme that the key stakeholders would first need to be consulted to find out if they would support the development of a LEZ for Bromsgrove. Depending on the outcome of discussions with key stakeholders, it was believed that the second stage would be for the District Council to apply to the County Council for certain roads to be included within a

LEZ and for both Councils to work together to develop the scheme, if it was decided that such a scheme was necessary and feasible.

There was concern expressed by some Members over the lack of a financial plan at an earlier stage particularly as it was unclear whether or not the scheme could be self-financing.

Mr. Street stated that a number of issues would need to be considered. He informed the Board that as there was no central government legislation, the Greater London authority which had developed a LEZ might have done so using a bylaw. He also advised the Board that when officers had discussed the proposal of developing a LEZ for the areas stated within the recommendation, it appeared it was likely there would be operational difficulties, particularly in relation to the trunk roads in Hagley. Monitoring and enforcement arrangements would also need to be considered carefully.

It was understood that as a local authority, the Council had an obligation to reduce carbon emissions which would include vehicle use, however, Mr. Street advised that the feasibility of a LEZ for Bromsgrove District needed to be tested and financial implications considered.

RESOLVED:

- (a) that, in order to progress the approved recommendation, key stakeholders be consulted to find out what level of support existed for the development of a LEZ within Bromsgrove District, should such a scheme be feasible; and
- (b) that the report be noted.

51/08 **SPONSORSHIP FUNDING - EQUALITIES IMPACT ASSESSMENT**

Members considered the draft Equalities Impact Assessment (EIA) relating to the Council's Sponsorship Policy which had been requested at the last ordinary meeting of the Board.

Mr. Street stated that undertaking an EIA had been a very useful exercise, however, he believed officers still needed to consider the Council's ethical stance. It was explained that at the present time there was a clause within each individual legal agreement relating to the types of adverts allowed. However, it was felt a more encompassing ethical policy was required, particularly as it was hoped that Council sponsorship activities would increase in the future.

It was understood that the current legal agreements clearly stated that certain sponsorship signs would be classed as unacceptable such as those offering or promoting the sale of tobacco or tobacco related products, offering or promoting services of a sexual nature, or in breach of the Council's duties under Equalities legislation. However, it was noted by officers that others had been overlooked which the Overview Board had commented on at its last ordinary meeting including promoting the sale of alcohol and promoting gambling.

It was also accepted that positive messages relating to such items should be allowed if it was of benefit to the community as a whole, for example, highlighting issues surrounding alcohol abuse.

As mentioned at the previous ordinary meeting, Mr. Street confirmed that the Council was exploring the suggestion of working with charities including running events in partnership. Members and officers agreed that it was important to develop the Council's relationship with the third sector with regards to sponsorship activities.

The Board considered whether it wished to put forward recommendations to the Cabinet, however, all Members were satisfied with the continuing work of officers.

RESOLVED that the report be noted.

52/08 **FORWARD PLAN OF KEY DECISIONS**

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.

Questions were raised regarding item number 10 which related to the commissioning of a countywide Home Improvement Agency (HIA) and the rollout of the Kick Start Equity Release scheme for home improvements to Worcestershire.

With regards to publicity, it was explained that there was a Countywide Project Management Group overseeing the work and there was a Service Design Sub-Group which would focus on issues of service and publicity. It was reported that the District Council would have a role to play in publicising the services and targeting those most in need of assistance. It was stated that this was likely to include publicity leaflets distributed across the County and information and appropriate links on the Council's website.

There was a brief discussion relating to the waiting times for home adaptations and it was explained that using EU procurement legislation, the process had been streamlined and the tendering phase had been removed. This had helped to halve the waiting time and it was continuing to decrease, however, it was accepted that waiting times needed to improve further. It was confirmed that there was a mechanism in place to try and ensure quality of work and value for money and the pre-qualification process for contractors was based on a scoring system with 60% based on price and 40% based on quality.

It was explained that consistency across the County would aim to make application for services as simple as possible. However, in relation to Kick Start, as this was an equity release scheme, it was essential that a lengthy and in depth explanation was given to the client to ensure they fully understood the implications and had sufficient time and opportunity to consider all alternatives available to them.

RESOLVED:

- (a) that, in relation to the Home Improvement Agency (item number 10), the Executive Director – Partnerships and Projects, be requested to inform the Board of the target waiting time from application referral to adaptation installation; and
- (b) that all items on the Forward Plan be noted.

53/08 **ANTICIPATED CABINET REPORTS - SEPTEMBER 2009 TO APRIL 2010**

Members considered the list of anticipated reports which had been split into service areas and which were due to be considered by the Cabinet between September 2009 and April 2010.

Information was requested on Contract and Procedure Rules update (item number 9 under Financial Services), the new Council House accommodation (item number 3 under Legal, Equalities and Democratic Services) and the Arts Strategy (item number 5 under Street Scene and Community). In relation to the Arts Strategy, the Chairman believed there should be some link to reducing crime and anti-social behaviour.

With regards to the first item under Legal, Equalities and Democratic Services, it was explained that Councillor Call for Action (from the Local Government and Public Involvement in Health Act 2007) and Crime and Disorder Scrutiny (from the Police and Justice Act 2006) were due to come into force on 1st April 2009. However, due to relevant guidance being issued late, there was no expectation that local authorities would have appropriate systems and processes in place immediately. Members were informed that a report covering these issues would be considered at the next meeting of Full Council due to be held in April. With regard to managing petitions, it was confirmed that guidance had not yet been finalised.

The boundary review and front line Councillors item were a result of the Local Government and Public Involvement in Health Act 2007 and it was stated that the Head of Legal, Equalities and Democratic Services and Assistant Chief Executive were working together on these issues and would be presenting the information to all Members in due course.

RESOLVED:

- (a) that at the next meeting of the Board due to be held on 2nd June 2009, further information be provided verbally by the Executive Directors on the following items:
 - (i) Contract and Procedure Rules update (item number 9 under Financial Services);
 - (ii) New Council House accommodation (item number 3 under Legal, Equalities and Democratic Services); and
 - (iii) Arts Strategy (item number 5 under Street Scene and Community); and
- (b) that the anticipated Cabinet Reports for September 2009 to April 2010 be noted.

54/08 **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 7.00 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL AND REDDITCH BOROUGH COUNCIL

SHARED SERVICES BOARD

Monday 30 March 2009 at 5.30p.m.

Committee Room 2, Redditch Town Hall

NOTES

Present:

- Councillor Carole Gandy (Chair) and Cllrs Malcolm Hall, Bill Hartnett and Colin MacMillan (Redditch Borough Council)
- Councillors Roger Hollingworth, Peter McDonald, Jean Luck and Mike Webb. (Bromsgrove District Council)

Officers: T Beirne, K Dicks and S Hanley.

Notes: S Skinner

1. Apologies

There were no apologies for absence.

2. Minutes of last meeting and matters arising

The Board confirmed the notes of the meetings of 9 February and 3 March 2009 as correct records.

There were no matters arising.

3. Progress Report

Mr Dicks took Members through the Progress report appended to the Agenda papers for the meeting. Clarifications were provided as required.

Other than as recorded exceptionally below, all information was as provided in the Progress report.

a) Quick Wins: Elections

Members noted that the TUPE transfer of the one relevant member of staff had taken place on 23 February 2009.

The host authority's Job Evaluation (JE) processes were being followed. As required, a report would be coming back to each Council following close of the consultation period.

In response to a Member query, Mr Dicks reported a positive liaison with trade unions to date. They were Page 17
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were helping to keep staff on board through the changes.

b) Quick Wins: Community Safety

Sue Hanley reported that, as with Elections above, TUPE transfer of staff had taken place on 23 February, but subject to RBC terms and conditions.

In response to a Member query about future selection processes, Mrs Hanley advised that there would be a joint interview panel involving senior Officers from both Councils.

Indicative grades would be subject to future RBC JE processes.

c) Other Quick Wins

Reports on Performance Management, Equalities and Diversity, and Member Development, were as detailed in the Progress Report.

d) Medium Term Wins - Savings

Members noted that not all possible savings might accrue in the first year(s) of operation but, rather, over a longer period.

e) ICT - incl. Disaster Recovery / Shared Web Development

It was noted that there was no clear Lead authority yet for these areas.

f) Internal Audit

This was now to be looked at across the County but at a District level, as part of enhanced two tier work, rather than as part of the Redditch and Bromsgrove shared services arena.

It was AGREED

to remove Internal Audit from the list of 'medium term wins' (separate recommendation below refers).

g) CCTV / Lifeline

Jackie Smith (RBC Director) was leading on the production of a Business Case for this service area. It was noted that the County Council might prefer one County-wide service, under the banner of 'Supporting People', in relation to the Lifeline / Telecare services.

h) Economic Development.

Wyre Forest District Council was leading on production of this Business Case and had offered to host the service (but it was agreed that the arguments for this would need to come out of the Business Case).

i) Business Case

Progress on the Business Case for the overall Project was noted. Serco had been appointed and had commenced their interviews.

Members noted a shortfall of £6,370 in order to be able to fund Serco undertaking the project and therefore

AGREED that

this be split equally between the two Councils and that this cost be met from savings from the overall project (separate Recommendation below refers).

j) Enhanced Two-Tier Working

Members discussed the relative positions of a number of current proposals and queried, for example, why Youth and Community and Waste were not higher up the list / in Phase 1?

There was general agreement that Youth Services would be better devolved down to Districts.

k) Other Areas

The Board considered updates in relation to the following services:

Procurement; Payroll; Worcestershire Hub; Legal (here there were discussions on a Shared Debt Recovery service, and on a larger-scale Land Registration service); Climate Change (where a post was to be hosted by Redditch, and shared with BDC); and Workforce Planning.

In terms of Asset Management, it was noted that a service was currently provided to Bromsgrove District Council by the County and that something similar was being looked at for Redditch Borough Council.

l) Financial Implications

The Board's attention was drawn to Appendix 4 which offered a financial summary that sought to capture all of the costs / savings arising from the shared services / joint working project in 2008/09. However it was stressed that this was still a work in progress...

Appendix 4 attempted to split cashable from non-cashable savings. Mr Dicks apologised that 2009/10 figures were not yet included.

Members sought clarifications on the issue of the different presentation styles used by the two Councils and Mr Dicks advised that more work was required on this, in consultation with both Councils' Section 151 Officers.

m) Risk Management

It had been agreed to add the 'buy-in' of all political parties as an additional risk. It was acknowledged that Labour Members supported the principle of Shared Services, though not the current Shared Chief Executive arrangement.

Other Members expressed the view that both Councils would have made substantially less progress on the shared services agenda without the joint Chief Executive Officer arrangement being in place.

n) Human Resources Implications – Terms & Conditions

It was agreed that, based on the experience of implementing shared services to date, there was now a need to focus on harmonising terms and conditions between the two Councils in terms of:

Redundancy, Redeployment, Early Retirement / Voluntary Redundancy / Allowances (subsistence / overtime / other) / etc.

o) RECOMMENDATIONS

Having considered the Progress Report, and with specific reference to items f) and i) above,

It was AGREED that

Members note the reported progress to date and that Officers continue to apprise Shared Services Board Members of key issues and progress at each meeting;

and RECOMMENDED that

- 1) Internal Audit be removed from the list of ‘medium-term wins’ and that it be considered as a Shared Service as part of the ‘enhanced two tier’ programme; and**
- 2) the additional cost of £6,370 arising from procuring Serco to undertake preparation of the full business case be met by the two authorities 50:50 from savings arising from the overall project.**

4. Date of next meeting

This remained to be confirmed. Members noted the intention to hold one meeting in April and that the meeting currently proposed for 21 May was to be changed to a different date.

**The meeting commenced at 5.30 pm
and closed at 6.50 pm.**

g:working parties / ssb/090330/sms/14.4.9

BROMSGROVE DISTRICT COUNCIL

CABINET

29TH APRIL 2009

POLICY ON EARMARKED RESERVES AND PROVISIONS

Responsible Portfolio Holder	Councillor Denaro
Responsible Head of Service	Head of Financial Services – Jayne Pickering
Non-Key Decision	

1. SUMMARY

- 1.1 To present members with a policy on reserves and provisions to be implemented as part of the final accounts 2008/09 process.

2. RECOMMENDATION

- 2.1 That the policy on earmarked reserves and provisions as shown at **Appendix A** is approved and adopted.

3. BACKGROUND

- 3.1 The Council currently sets aside specific amounts as reserves for future policy purposes or to cover contingencies. In addition the Council has specific provisions for liabilities or losses that result from past events.
- 3.2 At present the Council does not have a formal policy in place to establish, review and monitor these provisions and reserves. It is recognised as best practice in accordance with CIPFA and the Audit Commission that such a policy exists.
- 3.3 The following provisions and reserves were available at 31st March 2008. These are being reviewed and amended as part of the current closedown process and will be formally reported to members within the Statement of Accounts in June 2009.

Provisions @ 31/3/08

	Balance at 31 March 2007	Written Off	Contribution to(-)/from provision	Balance at 31 March 2008
	£000	£000	£000	£000
<u>Provision for Bad and Doubtful Debts</u>				
• Council Tax payers	-612	35	-89	-666
• Business Rate payers	-1,070	158	21	-891
• Housing Benefit Overpayments	-463	26	92	-345
• Other	-31	0	-15	-46
<u>Other Provisions</u>				
Provision for Legal Cases	0	0	-130	-130
Provision for restructure	0	0	-502	-502
Total Other Provisions	0	0	-632	-632

Reserves @ 31/3/08

Earmarked Reserve	Balance 1 April 2007	Net Movement in Year	Balance 31 March 2008	Purpose
	£000	£000	£000	
Building Control Partnership	9	-3	6	Funds associated with partnership arrangements on Building Control
Planning Delivery Grant	249	148	397	Accumulation of unused Planning Delivery Grant
Replacement Reserve	429	107	536	Sums set aside to fund future replacement of vehicles and ICT equipment – to be utilised to fund capital expenditure in 2010/11
Litigation Reserve	0	140	140	To fund potential litigation cases against the Council

Leisure Reserve	61	-18	43	Unspent government grant to be used for leisure programmes
Total	748	374	1,122	

4. FINANCIAL IMPLICATIONS

4.1 Reserves and provisions will be funded from the Revenue Account and presented in the Statement of Accounts and included on the quarterly integrated finance and performance reports.

5. LEGAL IMPLICATIONS

5.1 No implications

6. COUNCIL OBJECTIVES

6.1 Approval of this policy contributes to the Council's objective of improvement to ensure the Council is following best practice in its financial practices.

7. RISK MANAGEMENT

7.1 The closedown of the accounts and the relevant accounting treatment of provisions and reserves is contained within the Financial Services Risk register and monitored on a quarterly basis.

8. CUSTOMER IMPLICATIONS

8.1 None

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 None

10. VALUE FOR MONEY IMPLICATIONS

10.1 The implementation of policy will ensure the Council sets aside sufficient funds to cover future costs.

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

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

Portfolio Holder	Yes
Chief Executive	Yes
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	None

13. WARDS AFFECTED

All Wards

14. APPENDICES

Appendix A Provisions and Reserves Policy

15. BACKGROUND PAPERS

CONTACT OFFICER

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Tel: 01527 881207

POLICY ON EARMARKED RESERVES AND PROVISIONS

DEFINITION OF EARMARKED RESERVES AND PROVISIONS

Provisions are required for any liabilities where the timing of the payment or the amount of the liability is uncertain. Provisions are required to be recognised when:

- a) the authority has a present obligation (legal or constructive) as a result of a past event;
- b) it is probable that a transfer of economic benefits will be required to settle the obligations; and
- c) a reliable estimate can be made of the amount of the obligation.

A transfer of economic benefits is regarded as probable if the event is more likely than not to occur. If these conditions are not met no provision should be recognised.

Amounts set aside for purposes falling outside the definition of provisions are considered to be reserves.

Earmarked reserves are amounts set aside for specific policy purposes or for general contingencies and cash flow management. For each reserve established, the purpose, usage and the basis of transactions needs to be clearly defined.

USE OF RESERVES

1. Reserves enable us to do three things:
 - Create a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing. This forms a part of general reserves.
 - Create a contingency to cushion the impact of unexpected events or emergencies. This also forms part of general reserves.
 - Creates a means of building up funds, often referred to as earmarked reserves, as defined above, to meet known or predicted liabilities.
2. There are other reserves that can only be used for specific statutory purposes. These include the usable capital receipts and pensions reserve. These are not considered part of this policy.

ESTABLISHING A NEW RESERVE

1. When establishing reserves, we need to ensure that we are complying with the Code of Practice on Local Authority Accounting and, in particular, the need to distinguish between reserves and provisions.

2. The Chartered Institute of Public Finance and Accountancy (CIPFA) publish an annual Statement of Recommended Practice (SoRP), which governs the information contained within a local authority's statement of accounts. The SoRP states that for each reserve established, the purpose, usage and the basis of transaction should be clearly identified.
3. New reserves may be created at any time, but must be approved by Executive Cabinet when a reserve is established. The Cabinet needs to approve the following:
 - Purpose – the reason for creating the reserve should be clearly stated.
 - Usage – there should be a clear statement of how and when the reserve can be used.

(Without a clearly defined purpose and clearly defined usage there will be ambiguity over the application of reserves.)
 - Basis of transactions – delegated authority for approval of expenditure from the reserve.
 - Management and control – a member of Corporate Management Team must have responsibility for the reserve, although day to day management of the reserve may be delegated to a specific officer.

REPORTING RESERVES

1. The Chief Financial Officer has a fiduciary duty to local tax payers and must be satisfied that the decisions taken on balances and reserves represent proper stewardship of public funds.
2. The overall level of balances will be reported to Executive Cabinet quarterly as part of the Performance Monitoring report.
3. Heads of Service and section heads (where appropriate) will receive a monthly report on reserves.
4. The budget report to Council will include:
 - a statement of movements in reserves for the year ahead and the following two years;
 - a statement of the adequacy of general reserves and provisions in the forthcoming year and in the Medium Term Financial Plan; and
 - a statement on the annual review of earmarked reserves.

MEDIUM TERM FINANCIAL PLAN

1. The level of reserves for the next three years will be reviewed at least annually as part of the Medium Term Financial Planning process. Corporate Management

Team, together with other responsible officers, will review the Council's earmarked reserves for relevance of purpose and adequacy. A profile of income to and expenditure from the reserves will be produced for inclusion within the Medium Term Financial Plan (MTFP).

2. Any amendments to earmarked reserves to be reported to Executive Cabinet for approval.
3. The introduction of the Prudential approach to capital investment requires the Chief Financial Officer to have full regard to affordability when making recommendations about the authority's future capital programme. Such consideration will include the level of long term revenue commitments. Indeed, in considering the affordability of its capital plans, the authority is required to consider all of the resources available to it (estimated for the future) together with the totality of its capital plans and revenue forecasts for the life of the Medium Term Financial Plan.

LIFE OF A RESERVE/REVIEW

1. Once a reserve has fulfilled the purpose for which it was established, the balance should be reallocated to another similar purpose earmarked reserve, allocated to Council Priorities Reserve or surrendered to the General Fund Working Balance.
2. An annual review of the purpose and adequacy of earmarked reserves will be carried out as part of the Medium Term Financial Plan process. Any amendments to earmarked reserves will be reported to Executive Cabinet for approval.

GOVERNANCE ISSUES

1. Sections 32 and 43 of the Local Government Finance Act 1992 require billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.
2. It is important, therefore, that councillors take responsibility for ensuring the adequacy of reserves and provisions when they set the budget.

CHIEF FINANCIAL OFFICER RESPONSIBILITIES

1. It is the responsibility of the Chief Financial Officer to advise local authorities about the level of reserves that they should hold and to ensure that there are clear protocols for their establishment and use.
2. Section 25 of the Local Government Act 2003 places a specific personal duty on the Chief Financial Officer to report on the adequacy of reserves and the robustness of the budget.

EXTERNAL AUDITOR RESPONSIBILITIES

1. External auditors have a responsibility to review the arrangements in place to ensure that financial standing is soundly based. In the course of their duties external auditors review and report on the level of reserves taking into account their local knowledge of the authority's financial performance over a period of time.

However, it is not the responsibility of auditors to prescribe the optimum or minimum level of reserves.

LEVEL OF BALANCES

1. Over the life of the current Medium Term Financial Plan, the Council intends to maintain the level of the General Fund Working Balances at or above £700,000. The level of earmarked reserves is set out in the Medium Term Financial Plan and is tied into individual service delivery plans.

DELEGATED AUTHORITY

1. Where specific delegated authority to commit expenditure from a reserve has not been established, responsibility falls to Executive Cabinet upon advice from the Chief Financial Officer.
2. All Heads of Service are authorised to commit expenditure from their respective reserves up to £50,000. They may delegate this authority to the Cost Centre Manager in the table of delegated authority shown below. Delegation of this nature must be put in writing and sent to Accountancy Services.
3. Any commitments £50,000 and above need approval from Executive Cabinet.

BROMSGROVE DISTRICT COUNCIL

CABINET

29TH APRIL 2009

RECOMMISSIONING OF HOME IMPROVEMENT AGENCY SERVICES AND IMPLEMENTATION OF KICK START SERVICES

Responsible Portfolio Holder	Cllr P.J. Whittaker
Responsible Head of Service	Dave Hammond
Key Decision	

1. SUMMARY

- 1.1 The report informs Members of proposals to recommission the current Care & Repair agency services (also known as Home Improvement Agency (HIA) services) in partnership with Worcestershire County Council, Supporting People, the Worcestershire PCT and the six District Councils.
- 1.2 The report seeks Member approval for the recommissioning process based upon the current level of funding provided by this Council, continuing to be contributed into a new single Countywide Home Improvement Agency.
 - 1.2.1 The report also introduces and recommends the Council's participation in the roll out to Worcestershire authorities of the Kickstart scheme that currently operates in Birmingham and six other West Midland authorities offering an alternative form of assistance to help home owners improve and renovate their dwellings through subsidised equity release loan facilities.

2. RECOMMENDATION

The Cabinet is recommended:

- 2.1 To confirm the participation in the joint recommissioning of a new countywide Home Improvement Agency and to authorise the Portfolio Holder for Strategic Housing in consultation with the Head of Planning & Environment to finalise the necessary contractual arrangements for the commencement of the new service.
- 2.2 To approve the Council supporting the new HIA through the use of revenue and capital base budget contributions that are committed to the current service arrangements with the North Worcestershire Care & Repair Agency.
- 2.3 To note the financial advice and support service available to clients under the Kick Start Scheme and approve the implementation of a Worcestershire Kick Start Scheme as set out in section 5 of the report.

3. **BACKGROUND**

- 3.1 The Government White Paper “Our Health, Our Care, Our Say: A new Direction for Community Services” was published in January 2006. This White Paper was the first of a series of major strategic announcements aimed at transforming the commissioning and accountability of public services.

The Government approach highlights the following policy drivers:

- An ageing population presents many challenges – there is demand for more services but also a demand for greater choice and quality and independence.
- The need to target scarce resources at those at higher risk drives a need to develop ways of accurately mapping need and dealing with the problem where it's most acute.
- Pooling budgets and resources are accompanied by an equally powerful drive for individualised solutions and budgets.
- There is a strong steer to invest in preventative services and to save money on acute services (such as hospital admissions) in the medium and long-term.
- There is a requirement to design services across health, housing and social services.

3.2 **Lifetime Homes, Lifetime Neighbourhoods – National Strategy for Housing in an Ageing Society**

The national strategy (published in February 2008) is particularly relevant to the question of Home Improvement Agency and other statutory services such as disabled adaptations in Worcestershire. It sets out a comprehensive strategic approach to older persons housing and contains key proposals, some of which are accompanied by new funds for:

- Support to strengthen local housing advice, information and ‘moving home’ services for older people.
- The modernisation of Disabled Facilities Grants (DFGs)
- Greater encouragement of loans and equity release, with an acknowledgement that HIAs could provide information and support to help people access funding options.
- New rapid repairs and adaptations services, expanding the coverage of handyperson schemes across the country from 2009. The expansion will be supported by funding of £13 million in 2009/2010 and £18 million in 2010/2011. A bidding process to achieve wider coverage of handyperson services will be developed and put in place this year.

The strategy outlines where the Government wants to be in five years’ time.

- New housing will be built to Lifetime Homes Standards and new communities will be built to the concept of Lifetime Neighbourhoods.
- Existing housing stock will be improved to raise its quality and promote good health. Many more homes will be warm and comfortable.
- Major and minor adaptations will become easier to obtain.
- Major adaptations through the Disabled Facilities Grant will be quick and simple to obtain and appropriately linked to other services.
- Home improvement and handyperson services will be widely accessible. Home Improvement Agencies will be available in all parts of the country and will deliver a more proactive, wider range of services.
- People will get these services before a crisis happens.
- Where housing services are needed they will be personal, progressive, high quality and joined-up. They will provide choice and will give individuals more control to make housing-related decisions.

3.3 HIAs primarily help homeowners and private sector residents, who are older and disabled, to remain in their own home, living independently in safety and comfort.

'The growth of the HIA sector has been crucial in meeting the growing need for help with repairs and adaptations for increasing numbers of lower income older owner occupiers. The sector is more than 20 years old, and has grown to become a significant provider of services for older, disabled and vulnerable householders. In 1999 only 54 per cent of local authorities had a HIA. By 2006, this figure had risen to 90 per cent helped by investment through Supporting People. However, service provision within the HIA sector remains patchy, with a number of weak agencies, and some agencies only offering basic services. We believe that the sector has not yet reached its potential.'

Lifetime Homes, Lifetime Neighbourhoods, A National Strategy for Housing in an Ageing Society, page 68 (Communities and Local Government, 2008).

Current position in Worcestershire

3.4 Redditch Borough Council has been operating the North Worcestershire HIA covering Redditch, Bromsgrove and Wyre Forest since the beginning of 2005 (although Redditch operated its own HIA for many years prior to that). Festival Housing Group has been operating the South Worcestershire HIA covering Wychavon and Worcester since January 2006. The expansion of this service into Malvern Hills to cover the whole of the South Worcestershire geographical area has not been achieved.

3.5 There has been some very positive work carried out by the HIAs in Worcestershire, but the Worcestershire Chief Housing Officers Group and the Supporting People Commissioning Body, which in part funds the HIAs, are of the

clear opinion that there needs to be a comprehensive change in the operation of services. A report proposing the recommissioning of the service was endorsed by the Worcestershire Chief Executives' Panel at its meeting on 12th September 2008. The key reasons are outlined below:

- i) A review of both HIA services has not taken place since their inception and is overdue. The development of a County wide service was an original requirement of the Supporting People grant allocated to extend the services and was incorporated into the funding approval made by the Office of the Deputy Prime Minister, as a future outcome.
- ii) Operational practices, for instance, in regard to handyman services, small repairs and hospital discharge programmes, are not consistent across the county. It is essential that within Worcestershire we ensure that the Agency arrangements are fit for purpose and ready for expanding their role, in line with the Government Strategy for older persons housing, Lifetime Homes, Lifetime Neighbourhoods Strategy.
- iii) There has been a North Worcestershire Code of Practice for Adaptations in draft format for a significant amount of time. There has been a lack of progress on finalising this document and equally sharing the practice with the South Worcestershire Care and Repair Agency. The involvement of the Primary Care Trust has been inconsistent and a fully integrated approach is required to provide consistency over the role of Occupational Therapists.
- iv) At the current time the services being delivered by the HIAs are neither consistent within the areas they work or across the county area. There are also concerns over the variable alignment of services with health and social care. A more suitable delivery option to achieve the consistency required for customers, that would also enable best practice to be rolled out across the County is required.
- v) Funding has also been provided by Communities and Local Government via the Regional Housing Pot Funding to be used for the implementation of Kick Start equity release schemes across Worcestershire. The HIAs have again been identified as the delivery vehicle for these and a standardised approach is required to do this across the County.
- vi) The national changes to the Disabled Facilities Grants programme, delivered by the North and South Worcestershire Care and Repair Agencies, and the pooling of the grant from 2010 – 2011 under the Local Area Agreement, make this an opportune time to also review housing adaptations with District Councils, Worcestershire County Council and the Primary Care Trust, each of which have statutory responsibilities in service delivery. This service is primarily delivered by the HIAs, but operationally and administratively, is complex, with wide ranging standards of service delivery. This would enable the Local Authorities to approve a new approach to Disabled Facilities Grants, which are a District Council responsibility.

3.6 Future commissioning of services needs to see a greater joining up of housing, health and social care programmes, and HIA services must be capable of

meeting this broad range of demand by offering services with cross-cutting objectives. Re-commissioning HIA services should offer the opportunity to ensure they play a key role in delivering much improved housing-related services to growing numbers of older people.

- 3.7 In order to jointly recommission a Countywide Service, a Project Management Group, consisting of District Councils, Worcestershire County Council, Supporting People, the PCT and Foundations (the Government's co-ordinating agency for HIAs) has been set up to oversee the review. It will also be considering any necessary changes to the domestic adaptations service at the same time.
- 3.8 The Group is chaired by Tim Rice from Wyre Forest District Council and additional project management services will be provided by Foundations through grant funding provided to Wyre Forest District Council via Worcestershire County Council. A draft project plan and timetable have been produced and Task & Finish Groups are in the process of being set up.
- 3.9 The urgency of progressing the project is partly because of the need to secure additional Supporting People contract funding before 1st April 2010 when Supporting People funding goes into the County Area Based Grant pot.

4. PROPOSED NEW SERVICES

- 4.1 The Government has confirmed that HIA's are the vehicle through which it sees many of its policy objectives for older people being delivered and the Worcestershire partner organisations see significant benefits for local older and disabled residents from such shared arrangements.
- 4.2 The vision for the new Agency is that it will deliver a range of options, including helping people to repair, improve, maintain or adapt their home. The purpose of the service is to help people live independently, in the home of their choice, warm, safe and secure. The range of services potentially on offer, subject to the level of funding available, could include:
- Disabled Facility grant and other housing grant work
 - Fitting aids and adaptations
 - Minor works and handyperson services
 - Falls and accident prevention
 - Hospital discharge support
 - Home energy, security and safety checks
 - Advocacy and support on housing options
 - Gardening and decorating
 - Kick start loans

Much of the Council's work on Disabled Facilities grants and other housing assistance to the private sector will continue to be channelled through such partnership arrangements.

5. PROPOSED INTRODUCTION OF THE KICK START SCHEME IN WORCESTERSHIRE

- 5.1 The Kick Start Scheme is a regionally funded scheme that provides an additional or alternative form of assistance to help home owners improve and renovate their dwellings through subsidised equity release loan facilities.
- 5.2 The Kick Start scheme provides fund management for equity release and other loans and the provision of financial advice to customers in providing a range of affordable loan products to fund home repair and improvement secured against the equity in the property. The scheme will:
- Provide financial advice and assistance to clients referred by the LA.
 - Fund the provision of the loan itself
 - Fund the loan set up and arrangement costs
- 5.3 The West Midland Sub Region Kick Start Pilot Programme (Birmingham, Dudley, Walsall, Coventry, Stoke, Wolverhampton and Sandwell) was set up four years ago as a result of the Government's Kick Start Funding being allocated to Regional Housing Boards in support of the Sustainable Communities Plan.
- 5.4 A proportion of the private sector housing capital funding for the whole WM region is now being ring fenced specifically for the Kick Start Scheme to be rolled out to the whole of the West Midlands Region. The funding provides for scheme supervision and management as well as the provision of loans to home owners.
- 5.5 A Worcestershire Kick Start Officer Steering Group has been meeting to investigate the implications of introducing the scheme in Worcestershire and to compare the scheme with other similar services available. The Steering Group has come to the following conclusions:
- Whilst the ability to introduce the scheme enables a change in culture from the use of discretionary local authority grants for private housing renewal to equity release and loan based solutions, the general consensus is that the scheme will initially only be introduced to provide an additional solution for higher cost, more extensive renovation works to complement the continuing availability of discretionary grants to home owners requiring lower cost minor works.
 - In comparing the scheme with other products or the possibility of developing a 'go it alone scheme', it was established that the Kick Start Scheme is the only scheme capable of accessing the Regional ring fenced funding to provide subsidised loan products including Property Appreciation Loans for all client age groups.
 - Kick Start is potentially a more financially attractive and accessible product for a wider client group. It is a product that can be offered to a wider age range and a service that could be offered (subject to the development of an agreed criteria) to clients who do not qualify for grant assistance but who have limited funding and identified housing condition defects.
 - In preference to developing a Kick Start scheme in each district, there are significant benefits in developing the roll out of Kick Start into one

Worcestershire countywide scheme under the supervision and management of the proposed new Home Improvement Agency.

- 5.6 It is recommended that Worcestershire local authorities should engage with Kick Start to role out the service to the County on the following basis:
- i. To develop a partnership with Kick Start as one countywide scheme, by submitting one bid / Local Delivery Plan for Worcestershire.
 - ii. To offer Warwick and Stratford (as members of the South Housing Market Area) the opportunity to participate if they so wish.
 - iii. To link the scheme with the proposed new arrangements for the commissioning of HIA services in Worcestershire.
 - iv. To develop the scheme on the basis of there being one centrally staffed administration / management performance monitoring and promotion team based within the proposed new HIA structure.
- 5.7 The advantages of progressing a centralised Worcestershire scheme of engagement with Kick Start are seen to be:
- a) Reduced marketing, management and administration costs.
 - b) Ability to embody the scheme within the proposed new HIA structure.
 - c) Ability to be co terminal with the Worcestershire Local Area Agreement and become a stronger priority to support HIA funding.
 - d) Provide a consistent approach to delivery of the service across the County.
 - e) To have a stronger voice within the Regional Kick Start programme and negotiate the ring fencing of Kickstart funding to Worcestershire rather than run the risk of losing unspent allocation to other parts of the Region.
- 5.8 There is a likelihood that as time goes by, the availability of LA capital funds to provide discretionary grants could potentially diminish and therefore the establishment of a Kick Start scheme will up confidence in the public to view it as a valued alternative and option to gradually supplement and if necessary eventually replace the availability of discretionary grants. In the meantime, it is proposed that local authorities will be able to continue to operate their various individual grant schemes up to a locally agreed amount and develop the Kick Start scheme as an alternative option (for works over £3k) to clients who do not qualify or are unwilling to wait for a discretionary grant, or where the required level of work exceeds the local grant ceiling.
- 5.9 The West Midlands Kick Start Interim Programme Manager, is currently working with all Local Authorities wishing to join the Partnership in the next 18 months with a view to helping Authorities prepare 'fit for purpose' Local Delivery Plans. The Local Delivery Plan serves three purposes:
- o Firstly, it articulates commitment to the attainment of the outcomes and outputs associated with the Kick Start programme whilst tailoring local delivery to reflect local needs and priorities;

- Secondly, it is intended to support the planning and design of local programmes so that the Partnership as a whole can be confident that the forecast outcomes and outcomes contained within the Delivery Plan will be achieved to high quality standards and at a cost which represents value for money.
- Finally, the preparation of the Delivery Plan supports the putting in place of appropriate performance monitoring and evaluation arrangements so that progress towards the achievement of outputs is continuously monitored and the impacts of the programme are accurately measured.

6. FINANCIAL IMPLICATIONS

- 6.1 The Council will continue with the current level of funding that it provides the North Worcestershire Care & Repair Service. For 2008/9 this is currently an annual revenue payment of £67,500pa and a 10% fee for implementing private sector DFG works. A key objective of the recommissioning is to attract additional funding as the enhanced services offered will meet key outcomes for partner agencies.
- 6.2 The delivery of the Kick Start loans and the cost of scheme management and supervision within the proposed new HIA will be funded from the ring fenced regional funding that is allocated to the districts for the purposes of promoting Kick Start.
- 6.3 Whilst the Kick Start scheme will provide an alternative option for home owners awaiting a discretionary local authority repair grant, ultimately if capital funds diminish further, the scheme, once established may become the only option for private sector renewal.

7. LEGAL IMPLICATIONS

- 7.1 A new jointly commissioned contract will be entered into by the Council and appropriate revisions to policies will be made where required.

8. COUNCIL OBJECTIVES

8. CO1 - Regeneration – Housing
- CO3 - Sense of Community and Wellbeing
- CO4 – Environment – Climate Change

9. RISK MANGEMENT

- 9.1 The Council will not be in a position to deliver the enhanced level of services to older and disabled people unless it works in partnership with all of the main partners across the County.

- 9.2 Failure to implement the Kick Start scheme will mean that the Worcestershire authorities will be unable to access ring fenced regional funding for private sector housing renewal that is allocated to them specifically for the implementation of the Kick Start service.
- 9.3 Delay in implementing Kick Start may lead to their not being an established alternative solution for home owners in the event of local authority capital becoming less available to support the allocation of local authority discretionary grant.

10. CUSTOMER IMPLICATIONS

- 10.1 The implementation of a Worcestershire HIA aims to:
- Provide the ageing population with more services and provide greater choice and quality and independence.
 - Target scarce resources for those at higher risk and provide preventative services.
 - Strengthen local housing advice, information and 'moving home' services for older people.
 - Provide more rapid repairs and adaptations services and expanding the coverage of handyperson schemes.
 - Where housing services are needed they will be personal, progressive, high quality and joined-up. They will provide choice and will give individuals more control to make housing-related decisions.
 - Provide consistency in the application of services across the County.

11. CONCLUSION

- 11.1 Building upon the strong countywide housing and support partnerships that exist, the recommissioning of a single countywide HIA provides a unique opportunity to improve and expand a range of services aimed at improving the independence of older and disabled residents.
- 11.2 The proposed new HIA will bring together statutory and voluntary sector partners, which will be cost effective and innovative and assist the Council and its partners to meet statutory requirements and key outcomes.

12. EQUALITIES AND DIVERSITY IMPLICATIONS

- 12.1 The equality and diversity policies of the local authorities in Worcestershire will be embodied in the specification for the re commissioning of the service.

13. VALUE FOR MONEY IMPLICATIONS

- 13.1 The countywide commissioning of a HIA and the implementation of the Kick Start service aim to provide administrative and marketing value for money savings.

14. OTHER IMPLICATIONS

Procurement Issues
Procurement responsibility to be established.
Personnel Implications
Possible TUPE issues for one member of staff.
Governance/Performance Management
Performance measures and monitoring arrangements to be incorporated in developing specification.
Community Safety including Section 17 of Crime and Disorder Act 1998
Services to be provided by HIA to include home security checks.
Policy
Environmental
None

15. OTHERS CONSULTED ON THE REPORT

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

Corporate Procurement Team	Yes

16. WARDS AFFECTED

All Wards.

17. BACKGROUND PAPERS

None.

CONTACT OFFICER

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BROMSGROVE DISTRICT COUNCIL

CABINET

29TH APRIL 2009

BROMSGROVE DISTRICT COUNCIL- PRIVATE SECTOR HOUSING STRATEGY

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

1. SUMMARY

- 1.1 Bromsgrove's full Housing Strategy 2006–2011 which was developed back in 2006 included a section relating to Private Sector Housing under Priority 2 'Improving the Quality and Availability of Private Sector Housing'
- 1.2 When the Strategic Housing Service was re inspected by the Audit Commission in February 2008 it was recommended that a separate Private Sector Housing Strategy be developed to guide all activities in the private sector, setting out the expected combined benefits of work in this area supported by performance targets and monitoring.
- 1.3 This report brings forward a separate Private Sector Housing Strategy Document (Appendix 1) for the approval (Appendix 1) of Members.
- 1.4 It is proposed that the document be reviewed in 12 months time after the results of an update of the House Condition Survey, the Thermal Imaging flyover and a review of under occupancy have been analysed.

2. RECOMMENDATION

- 2.1 That the Private Sector Housing Strategy Document (Appendix 1) be approved.
- 2.2 That the Private Sector Housing Assistance Policy and Action Plan set out within Appendix 1 and 2 of the Private Sector Housing Strategy be noted and approved.

3. BACKGROUND

- 3.1 Members will recall that the Council's full Housing Strategy (2005 – 2011) that was approved in 2006 and recently underwent a mid term review, set out a comprehensive strategy for the Council to focus its strategic role upon to meet a broad range of housing objectives. The document set out our four key Housing Priorities:
- PRIORITY 1 – Addressing The Shortage Of Affordable Housing
 - PRIORITY 2 – Improving The Quality And Availability Of Private Sector Housing
 - PRIORITY 3 – Addressing Homelessness
 - PRIORITY 4 - Assisting Vulnerable Groups To Live Independently
- 3.2 When the Strategic Housing Service was re inspected by the Audit Commission in February 2008 they recommended that a separate Private Sector Housing Strategy be developed to guide all activities in the private sector, setting out the expected combined benefits of work in this area supported by performance targets and monitoring.
- 3.3 This report therefore brings forward a separate Private Sector Housing Strategy covering the period 2009 – 2014 for Member approval.
- 3.4 This separate Private Sector Housing Strategy has been written to set out the role, aspirations and priorities that the Council has for improving the quality, accessibility and availability of private sector housing in Bromsgrove District over the period 2009 - 2014.
- 3.5 The document has been developed in close relationship with partner agencies, taking into account recent housing and demographic data with priorities and objectives having been reviewed with stakeholders at two Strategic Housing Consultation Events held in November 2008 and based upon ongoing feedback from landlords and through the Landlords' Forum.
- 3.6 This document comes forward for Member approval in accordance with the Audit Commission's recommendation that this separate strategy be delivered by April 2009. However, It is proposed that the strategy will be reviewed in 12 months time because there are three pieces of research work being undertaken this year that are fundamental to the Private Sector Housing Strategy. An update of the House Condition Survey is to be carried out this summer with neighbouring authorities in Worcestershire and a Thermal Imaging Flyover is due for completion by June 2009. On a more local level, research into levels of under occupancy is to be carried out over the next 12 months. The results of this research may impact upon the strategic priorities and actions developed and will therefore feed into the 12 month review.

4. THE PRIVATE SECTOR HOUSING STRATEGY DOCUMENT (APPENDIX 1)

4.1 Improving the standard of private sector housing and increasing the availability and accessibility of privately owned and rented housing, especially to the vulnerable and those on lower incomes, together with the important role of administering Disabled Facilities and Home Improvement grants is identified as the Council's second housing priority within its wider housing strategy.

4.2 **Section 1** of the document details the local context of the District with its increasingly ageing population and identifies the needs of the District and the role of the local authority when dealing with private sector housing with particular regard to advice, assistance and enforcement.

Section 2- identifies how the Strategy takes into consideration the National, Regional and Local priorities, and how this has helped shape our vision for Housing in the District.

Section 3- identifies the housing profile of the Bromsgrove District by providing an overview of the last Stock Condition Survey and its key findings.

Section 4- identifies current issues influencing Private Sector Housing in the District and explores the emerging and potential impact of the current economic downturn upon the local housing market.

Section 5- identifies the Council's priorities for private sector housing that were identified during the recent consultation event with partners and stakeholders.

Section 6- details how the Local Authority currently meets these priorities and sets out further future initiatives

Section 7- provides information on resources and funding streams available in provide a range of grant assistance.

Section 8 – sets out the Key Outcomes and key performance targets relating to:

- Sustained long term 'Decent' housing conditions, improved quality of privately rented accommodation (including HMOs), higher standards for healthier and safer homes.
- Improved energy efficiency of homes.
- Better support and assistance to older and vulnerable people in making home improvements and adaptations, healthier and safer homes.

- Increased access to private rented accommodation for the homeless, increased choice and increased support and assistance to landlords.

4.3 The Private Sector Assistance Policy is attached at Appendix 1 of the Strategy document. This policy remains unchanged from when it was originally approved by the Executive Cabinet on the 13th October 2004 with the exception of the following alterations:

4.3.1 The inclusion of a policy relating to the more recently introduced Renewable Energy Grant that is designed to assist the funding of the installation of Renewable Energy technology within a residential or non profitable organisation property.

4.3.2 The inclusion of a policy relating to the more recently introduced Discretionary Landlord Grant to assist the funding of Fire Installation Works within Houses in Multiple Occupation (non-licensable).

4.3.3 The increased capped limit to the Disabled Facilities Grant from 25k to 30k to bring it in line with current legislation.

4.4 An action plan setting out actions that are proposed relating to each of the Key Outcomes is set out at Appendix 2 of the Strategy document.

5. FINANCIAL IMPLICATIONS

5.1 There are no immediate financial implications associated with the approval of the Private Sector Housing Strategy as the implementation of the actions will be carried out within existing Strategic Housing staff resources.

5.1 In the event of any action indicating or recommending the implementation of a new service, then a bid would have to be submitted for consideration under the Council's corporate annual budget process.

6. COUNCIL OBJECTIVES

6.1 The Housing priorities and actions within the document link with all four Corporate Objectives:

Council Objective One - Regeneration – CO1 Priority Housing and Town Centre.

Council Objective Two – Improvement.

Council Objective Three – Sense of Community and Wellbeing.

Council Objective Four – Environment – CO4 Priority Climate Change.

7. RISK MANAGEMENT

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

The ability to retain suitably qualified and experienced staff to implement the strategy and action plan.

The ability to maintain continued commitment and support from partners in addressing the actions identified.

7.2 These risks are being managed as follows:

Risk Register: Environment and Planning

Key Objective Ref No: 4 - Effective, efficient and legally compliant Housing Service

Key Objective: 4.1 - Monitor, manage and implement the recommendations from the Audit Commission Housing Inspection Report and Housing Strategy Action Plan.

8. CUSTOMER IMPLICATIONS

8.1 The actions set out within the document are designed to enhance the Council's response to the identified housing needs of the community and to improve the quality, standard and accessibility of housing services provided.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 The review and consultation process has been carried out in accordance with corporate equality and diversity policy and where appropriate, housing services undergo impact assessment.

9.2 The strategy has been developed following the consultation events carried out with partners and stakeholders in November 2008. It is proposed that the document be reviewed in 12 months time after the results of an update of the House Condition Survey, the Thermal Imaging flyover and a review of under occupancy have been analysed.

10. VALUE FOR MONEY IMPLICATIONS

- 10.1 The Housing Strategy is based upon bringing together partners and resources to maximise the benefit to the community. The vision that we have since developed; ***“Making best use of existing accommodation by improving the quality and accessibility and addressing the imbalance in the housing market through the provision of more affordable housing”***, has helped us to focus our efforts to achieve the greatest impact by making better use of existing stock across all tenures.

11. OTHER IMPLICATIONS

Procurement Issues None
Personnel Implications None
Governance/Performance Management All PI's and targets set out in the action plan accord with those detailed in service business plans and the corporate performance monitoring process.
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
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 Private Sector Housing Strategy (including Private Sector Housing Assistance Policy and Action Plan)

BACKGROUND PAPERS

Housing Strategy Document 2006 – 2011
Bromsgrove Housing Market Assessment 2008

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Bromsgrove District Council



Private Sector Housing Strategy 2009 - 2014

'Making best use of existing accommodation by improving quality of accommodation and addressing the imbalance in the housing market through the provision of more affordable housing.' District'
Priority 2 'Improving the Quality and Availability of Private Sector Housing.'



Executive Summary

Executive Summary

Bromsgrove's new Private Sector Housing Strategy has been re-written as a separate document to clearly set out the role, aspirations and priorities that the Council has for improving the quality and availability of private sector housing in Bromsgrove District over the period 2009 - 2014.

The document has been developed in close relationship with partner agencies, taking into account recent housing and demographic data with priorities and objectives having been reviewed with stakeholders at two Strategic Housing Consultation Events held in November 2008.

Improving the standard of private sector housing and increasing the availability and accessibility of privately owned and rented housing, especially to the vulnerable and those on lower incomes, together with the important role of administering Disabled Facilities and Home Improvement grants is identified as the Council's second housing priority within its wider housing strategy.

Section 1- details the local context of the District with its increasingly ageing population of 92,300 of which 18.4% are over 65 years of age, high levels of owner occupancy and issues of housing affordability. The section identifies the needs of the District and the role of the local authority when dealing with private sector housing with particular regard to advice, assistance and enforcement.

Section 2- identifies how the Strategy takes into consideration the National, Regional and Local priorities, and how this has helped shape our vision for Housing in the District.

Section 3- identifies the housing profile of the Bromsgrove District by providing an overview of the last Stock Condition Survey and its key findings.

Section 4- identifies current issues influencing Private Sector Housing in the District and explores the emerging and potential impact of the current economic downturn upon the local housing market.

Section 5- identifies the Council's priorities for private sector housing that were identified during the recent consultation event with partners and stakeholders.

Section 6- details how the Local Authority currently meets these priorities and sets out further future initiatives

Section 7- provides information on resources and funding streams available in provide a range of grant assistance.

Section 8 – sets out the outcomes and key performance targets relating to :

Sustained long term 'Decent' housing conditions, improved quality of privately rented accommodation (including HMOs), higher standards for healthier and safer homes.

Improved energy efficiency of homes.

Better support and assistance to older and vulnerable people in making home improvements and adaptations, healthier and safer homes.

Increased access to private rented accommodation for the homeless, increased choice and increased support and assistance to landlords.

The Private Sector Assistance Policy and the Private Sector Housing Strategy action plan are attached at Appendix 1 and 2.

Contents

- 1. Introduction**
 - Population
 - Economy
 - Sustainable Development
 - Deprivation and Health
 - What is the Private Sector Housing Strategy?
 - What is the Council's role within Private Sector Housing?
 - Enforcement Policy

 - 2. Private Sector Housing: National, Regional and Local Priorities**
 - National
 - Regional
 - Local Vision

 - 3. Profile of Private Sector Housing in Bromsgrove**
 - Issues facing the Private Sector Housing
 - Bromsgrove's House Condition Survey

 - 4. Current Issues Influencing the Private Sector Housing Market**

 - 5. Consultation and Emerging Priorities**

 - 6. Private Sector Housing Priorities in Detail**

 - 7. Available Resources**

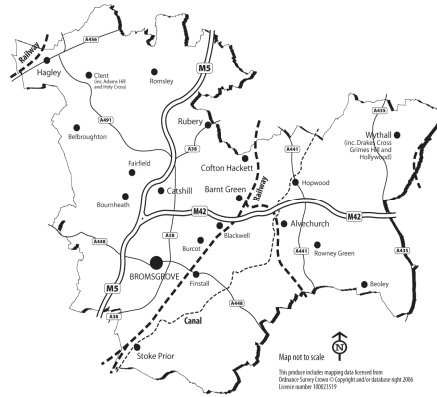
 - 8. Outcomes and Key Performance Targets**
- Appendix 1. Private Sector Housing Assistance Policy**
- Appendix 2. Private Sector Housing Action Plan**

SECTION 1-Introduction



1. Introduction

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, further links to the M40 and M6.



with and

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

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

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

Population

The population of the District is 92,300³ and the Office for National Statistics predicts that this will increase by 20.5% over

¹ ONS 2001 Census

² DCLG Indices of Multiple Deprivation 2007

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

¹⁰ PayCheck 2008

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

Affordable Housing

One of the biggest issues facing the District is affordable housing: 83.4% of households are owner occupied,¹¹ 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.¹² The Council is currently operating a planning moratorium with only affordable housing developments

¹¹ ONS 2001 Census

¹² South Housing Market Assessment April 2007

being built. The Housing Strategy has a target of 80 units of affordable housing a year for the next three years.

Deprivation and Health

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.¹³ It is also the only district in Worcestershire to have become less deprived since 2004.¹⁴ Only 640 households are in receipt of benefits in the District, one of the lowest figures in Worcestershire.¹⁵ 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.

As around 89% of the District's residents live within private sector housing, the Local Authority therefore has an important role in the delivery of statutory, discretionary and strategic interventions.

What is the Private Sector Housing Renewal Strategy?

This document sets out the detail behind the Council's Private Sector Renewal Strategy that is embedded within the Bromsgrove District Council's Housing Strategy 2006 – 2011-*'Unlocking the door to meeting housing needs in Bromsgrove District'* Priority 2 'Improving the Quality and Availability of Private Sector Housing.'

¹³ & ¹⁶ DCLG Indices of Multiple Deprivation 2007

¹⁴ *ibid*

¹⁵ Worcester County Economic Assessment 2007-2008

The Council's Role within Private Sector Housing

Local Authorities therefore have an instrumental role in ensuring that properties throughout the district are decent and safe to live in. This can be achieved through several tools available to the Authority in the form, of advice, guidance, assistance or enforcement.

Since transferring its social housing stock to Bromsgrove District Housing Trust in 2004, Bromsgrove District Council now focuses upon its strategic housing role of enabling the provision of additional affordable housing and encouraging improvement to the availability and quality of private sector housing ensuring that it is safe and accessible for occupants. This strategy therefore details how the Council will achieve improvement to the quality and supply of private sector housing through grant assistance, advice and where necessary, enforcement.

The Housing Act 2004 provides the Council with a number of legislative tools which focus upon health and safety. Intervention has a direct impact upon local health targets, fuel poverty, the availability of safe and decent housing and independent living. The Act places a number of mandatory duties on the Council which include:

- A duty to review the housing stock
- A duty to intervene where a Category 1 Hazard exists
- A duty to set up a Mandatory 'House in Multiple Occupation' licensing scheme
- A duty to issue Interim and Final Management Orders when appropriate

The Council also has the following discretionary powers -

- Power to deal with Category 2 Hazards
- Power to set up an Additional Licensing Scheme
- Power to set up a Selective Licensing Scheme
- Power to issue Empty Dwelling Management Orders
- Power to issue Special Management Orders

In addition, Local authorities have the following mandatory duties:-

- A duty to assist people with disabilities to enable them to live independently within their own home (Housing Grants Construction and Regeneration Act 1996)
- To report on the standard of energy efficiency throughout the district (Home Energy Conservation Act 1995)
- To adopt a strategy to assist homeowners to maintain and improve their homes. (Regulatory Reform (Housing Assistance) Order 2002.)

Survey information indicates that a large proportion of vulnerable people (16.3%) in Bromsgrove, live in a poor standard of accommodation underpinning the importance of providing advice and assistance to home owners in improving existing stock and bringing back into use those properties that would otherwise remain vacant or derelict.

Whilst the responsibility for the maintenance of private sector dwellings ultimately rests with the owner-occupier or landlord, Bromsgrove District Council has in recent years, provided limited discretionary grants to assist more vulnerable households to improve their homes.

This strategy sets out the key priorities for the improvement of the quality, supply and suitability of privately owned accommodation to improve the ability of residents to live independently in decent homes. The key actions to implement the strategy are set out within the Action Plan see Appendix A of this document.

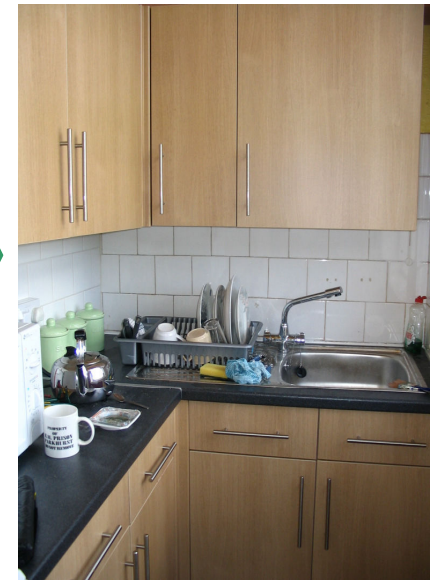
Enforcement Policy

In accordance with the Regulatory Enforcement and Sanctions Act 2008, the Local Authority is developing a corporate approach to Enforcement that is consistent, proportionate and transparent. The policy sets out the Council's priorities for taking appropriate enforcement action and links to a procedure that ensures consistency in the application of enforcement action in accordance with local and national standards. Key pieces of legislation relating to the regulatory and enforcement role of the Council are as follows: -

- Housing Act 2004
- Housing Act 1985
- Regulatory Reform (Fire Safety) Order 2005
- Home Energy Conservation Act 1995
- Caravan Sites and Control of Development Act 1960
- Mobile Home Act 1980
- Local Government (Miscellaneous Provisions) Act 1976



BEFORE ENFORCEMENT



AFTER ENFORCEMENT

SECTION 2-Private Sector Housing: - National, Regional and Local Priorities



2. Private Sector Housing: National, Regional and Local Priorities

The Private Sector Housing Strategy recognises that in order to manage the supply, demand and quality of private sector housing within the District, Bromsgrove District Council has to embody a broad range of national, regional and local, policies, strategies and legislation. The Private Sector Housing Strategy therefore embraces the following: -

National Priorities

At a national level, there have been significant legislative and policy changes which have affected the way in which local authorities deliver their private sector housing services. The main policy changes are as follows: -

The Housing Act 2004; this is the most significant recent piece of legislation that replaced the ‘fitness standard’ with the introduction of the Housing Health and Safety Rating System (HHSRS). That directly links housing and health. The Act also strengthens the rights for privately renting tenants through the introduction of the rent Deposit Protection Scheme, the mandatory licensing of Houses in Multiple Occupation (HMOs) and provides greater powers for tackling empty properties.

Quality and Choice: A Decent Home for All (2000); set out policies to achieve the aim of offering everyone the opportunity of a decent home and so promotes social cohesion, well-being and self-dependence including a new direction for the standards in the social and private sector.

The Regulatory Reform (Housing Assistance) (England and Wales) 2002; emerged from ‘Quality of Choice: A Decent Home for All’ and introduced a range of discretionary powers in order to

provide a more flexible manner to deal with the standards of private sector dwellings.

The Regulatory Reform (Fire Safety Order) (England and Wales) 2005; replaces many of the previous fire safety legislation. It is instrumental in placing the responsibility onto any person who exercises some control in a residential premises to take reasonable steps to reduce the risks from fire. The order details the Local Authority and Fire Authority’s responsibilities particularly in the case of enforcing fire standards.

Supporting People; the government initiative that introduced centralised funding, multi agency strategic planning and commissioning of support services to vulnerable people with special needs, has been designed to promote peoples independence and ability to remain in their homes and community.

The National Framework for Older People and Integrated Services for Older People - relies on providing support in order to assist older people to live safely and healthily in their own homes.

The Housing and Health Agenda – highlights the high cost to the health service of delayed discharge of patients from hospital often due to the condition of their home or the urgent need for adaptations.

Rugg Review – a research paper that has been instrumental in the review of England’s private rented sector provides recommendations to maximise the full potential of private rented accommodation to ensure that it is a well functioning element and viable housing option.

Home Energy Conservation Act 1995; - influences the development of Energy Efficiency and Affordable Warmth Policy

and Government targets to increase Energy Efficiency and eradicate fuel poverty in all UK homes by 2016.

Sustainable Communities: Building For the Future Plan (Feb 2003); This paper introduced the government’s new approach to maintaining and encouraging thriving communities where people want to live and have access to decent and affordable homes.

Lifetime Homes, Lifetime Neighbourhoods – National Strategy for Housing in an Ageing Society (2008) outlines where the Government aims to be in five years’ time:

- Existing housing stock will be improved to raise it’s quality and promote good health. Many more homes will be warm and comfortable.
- Major and minor adaptations will become easier to obtain.
- Major adaptations through the Disabled Facilities Grant will be quick and simple to obtain and appropriately linked to other services.
- Home improvement and handyperson services will be widely accessible. Home Improvement Agencies will be available in all parts of the country and will deliver a more proactive, wider range of services.
- People will get these services before a crisis happens.
- Where housing services are needed they will be personal, progressive, high quality and joined-up. They will provide choice and will give individuals more control to make housing-related decisions.

The following table indicates the National Performance Indicators:-

National Performance Indicators	Bromsgrove DC performance		
	2005/6	2007/8	2008/9
To increase housing energy efficiency by 30% from 1996-2010	22.64%	25.94%	Awaiting HECA Report 09/2009
To increase the proportion of vulnerable households achieving Decent Home Standard to in excess of 70% by 2010	76.66%	77.30%	77.83%
Number of private sector dwellings brought back into occupation each year as a result of action by the Local Authority	8	19	33
NI 187: - Monitor the proportion of households containing someone on means tested benefit (MTBs) that occupy a dwelling with a SAP rating less than 35 or greater than 65	N/A (New PI from 1.4.08)	N/A (New PI from 1.4.08)	Below 35 = 8.77% Above 65 = 36.11%

Regional Priorities

The West Midlands Regional Housing Strategy; has been formulated by the Regional Housing Board who are responsible for the allocation of housing funding. The key aim is to address the condition of housing in the District through advice and

enforcement action to ensure that dwellings meet Decent Homes standard.

The Worcestershire Draft Code of Practise for Home Adaptations for People with Disabilities; adopted by Bromsgrove Council, the protocol identifies best practise in the administration of Disabled Facilities Grants and identifies the role and responsibilities of the Local Authority and partner agencies.

Worcestershire Supporting People Strategy; identifies the importance of the Home Improvement Agency as a vehicle for the delivery of low level housing support to older and vulnerable clients.

The following table indicates Countywide performance indicators: -

Countywide Performance Indicators		Bromsgrove DC performance		
		2005/6	2007/8	2008/9
Number of DFG referrals received in each category	1	34	39	50
	2	19	40	51
	3	61	61	66
DFGs completed paediatric cases (0 – 19 age group) New in 2008		N/A	N/A	New From Jan 09
DFGs completed paediatric cases (16 -21 age Group) New in 2008		N/A	N/A	New From Jan 09
Number of Notices served under the Housing Act 2004		N/A	18	2

Local Vision

At a local level, this strategy has to link effectively with Bromsgrove District Council’s corporate vision to **‘work together to build a district where people are proud to live and work, through community leadership and excellent services’** and Corporate Objectives:

- **Regeneration**
- **Improvement**
- **Sense of Community and Wellbeing**
- **Environment**

From this foundation, the Strategic Housing vision is to provide a co-ordinated approach to improving the quality of life for everyone living in the District by **‘making best use of existing accommodation by improving quality of accommodation and addressing the imbalanced housing market through the provision of more affordable housing.**

This Private Sector Housing Strategy supports the **‘Housing Strategy 2006 – 2011- Unlocking the door to meeting housing needs in Bromsgrove District** by detailing the Local Authorities strategy for improving housing conditions in owner occupied and privately rented accommodation.

In addition, to these national and regional policies there are a number of other priority areas identified within local plans, the key documents are as follows: -

Customer First; Bromsgrove District Council’s approach to Customer Care is placed at the centre of all service delivery creating a golden thread throughout the authority by applying service standards that are continually monitored.

The **Affordable Warmth Strategy,** documents and through a

subsequent area specific action plan, identifies areas and responsible officers required to reduce fuel poverty throughout North Worcestershire.

Bromsgrove District Council Plan 2009 - 2012. a “road map” for the Council’s work between now and 2012 that sets out objectives of Regeneration, Improvement, Sense of Community & Wellbeing and Environment. The Council priorities include Housing and Climate Change.

Bromsgrove Sustainable Community Strategy 2008-2011; Sets out the 10 year vision for Housing and improving Health and Wellbeing.

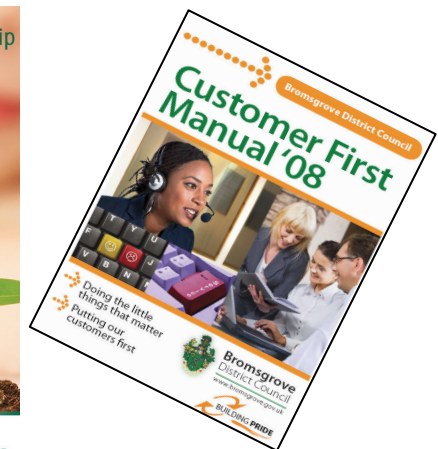
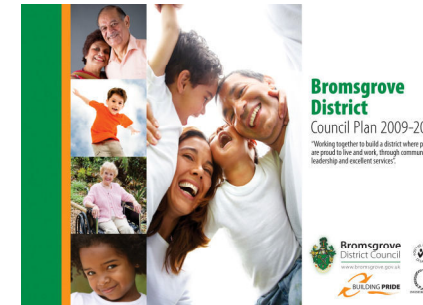
The Climate Change Strategy; details the actions the authority intends to undertake in order to prevent or reduced the adverse affects from climate change.

The **Empty Home Strategy;** details the authorities Empty Home Policy and sets out the advice, guidance and assistance that is available to encourage owners to bring unused properties back into use.

The Housing Assistance Policy; sets out type of grant assistance currently provided by Bromsgrove District and details the eligibility criteria for accessing these grants.

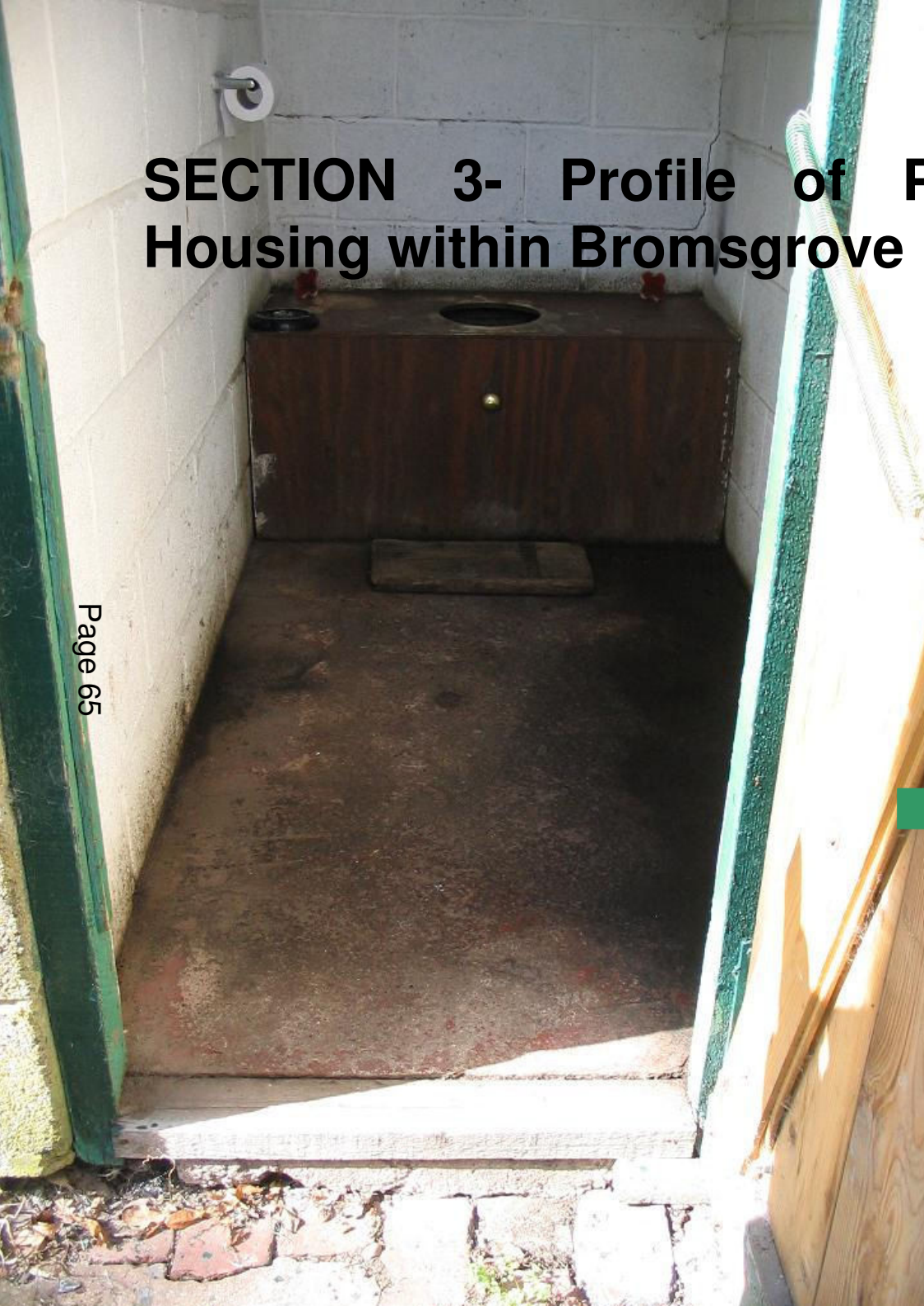
Houses in Multiple Occupation-Licensing Policy; sets out the standards required of a landlord running a licensable HMO, licensing procedure, fees and the local authorities regulatory powers.

The following table overleaf sets out Bromsgrove District Council’s local Performance Indicators that relate to private sector housing: -



Local Performance Indicators		Bromsgrove DC performance		
		2005/6	2007/8	2008/9
Time taken (weeks) to complete a Disabled Facilities Grant from referral to final payment for the following: -	Category 1 (Highest Priority)	52	52	35.2
	Category 2 (Medium Priority)	52	52	41.4
	Category 3 (Lowest Priority)	52	52	57.6
Number of Disabled Facilities Grants completed.		54	104	90
Percentage and amount of Disabled Facilities Grant budget spent in year.		58.9% (£397,607)	64.6% (£507,727.49)	97.8% (Projected £648.094.49)
Number of discretionary grants completed.		27	56	45
Percentage and amount of Discretionary Grants budget spent.		40.9% (£63,950)	86.6% (£139,429.72)	100% (Projected £131.892.53)

SECTION 3- Profile of Private Sector Housing within Bromsgrove



3. Profile of Private Sector Housing within Bromsgrove

In order to identify the local housing needs and condition of the housing stock in the District, a Private Sector House Condition Survey was undertaken by Fordham Research in October 2004. The survey also included an assessment of the 671 non Council / LSVT properties that were in the ownership of Registered Social landlords.

Whilst the survey took into account two key indicators, disrepair and unfitness, considerable attention was given to the Housing Health and Safety Rating System, Decent Homes Standard and Energy Efficiency. The key findings are as follows: -

- A total of 856 (2.5%) dwellings of the housing stock were found to be unfit, these were mainly concentrated within the pre 1919 semi detached housing stock. Of the total number of unfit properties 251 were identified as being occupied by vulnerable households.
- A total of 1513 (4.2%) properties surveyed were found to be in substantial disrepair. 134 (3.8%) of the public sector properties surveyed were found to be in substantial disrepair in comparison to 1379 Private Sector properties.
- 8079 (25%) of the private sector dwellings were occupied by people aged 65 and over, with 17% of households containing at least one disabled person. Approximately 4865 (58%) of these households were in need of immediate repair works carried out to their homes.
- It was estimated that 6070 (17%) households contained at least one disabled person.

- The average Energy Efficiency (SAP rating) for the dwellings in the District was 52 which is slightly above the national average (49). However, 79.4% of homes failed the Decent Homes Standard as a result of lack of sufficient thermal comfort.

To report identified that to achieve the Decent Homes Standard the Council would have to raise the standard of dwellings occupied by vulnerable households to higher levels through targeted assistance. The Decent Homes Standard requirements are as follows: -

- The dwelling meets current statutory minimum standards
- The dwelling is reasonable state of repair
- The dwelling has reasonably modern facilities and services
- The dwelling provides a reasonable degree of thermal comfort

The Housing Health and Safety Rating System takes into consideration the standard of the property and the vulnerability of the household (see Section 4). This strategy focuses attention upon ways of providing assistance to vulnerable residents to help them achieve their housing needs and ensure that where possible vulnerable residents live in housing that meets the Decent Homes Standard. Vulnerable households are defined as:

- Any household where one or more occupant is in receipt of a means tested benefit
- Any household that has an occupant aged 60 years or more, or
- Any household that has an occupant who is disabled or suffering a long term illness
- Any household that contains one or more children aged 16 years or under

Bromsgrove has a higher than national average private sector housing stock and below average social and private rented housing. The 'Right To Buy' scheme had a significant influence upon the ratio of social to private sector housing in Bromsgrove with over 3,000 Council dwellings having been sold between 1980 and 2004.

In Bromsgrove District, there are an estimated 38,500 homes across all tenures. The recent Housing Market assessment identifies the following tenure breakdown.

Year	Owner Occupied	Shared Owners	Social Rented	Private Rented	Other Rented
2007	82.1%	0.4%	9.8%	5.7%	2.0%

The profile of private sector housing types across the district, compared with England and Wales is set out below.

House Types	Bromsgrove (%)	England and Wales (%)
Detached	36	22.77
Semi Detached	33	31.58
Flat	6	19.19
Terraced	23	25.8
Other	2	0.42

(Source: 2001 Census)

Compared with the national profile, the proportion of detached and semi detached are above the national average, however terraced properties are less than half the average for both West Midlands and England. Bromsgrove District has a significantly lower proportion of flats compared with the National average. 54% of properties within Bromsgrove District were built after 1964 a factor influencing the levels of non decent homes (19.0%) being lower than the National average of 32%. Of the 19% non decent homes,

43.8% are privately rented. The following table indicates the age profile of the housing stock.

Age profile of housing stock	Bromsgrove (%)	England and Wales (%)
Pre 1919	11	24
1919-1944	12	18
1945-1964	22	18
Post 1965	54	38

(Source: 2001 Census)

The private sector house condition survey recognised the need for discretionary grant assistance to be introduced to target the most vulnerable households in order to assist those in the greatest of need. The survey indicated that demographic evidence suggests that the demand for Home Repairs Assistance and Disabled Facilities Grants will increase due to the aging population within Bromsgrove. Bromsgrove District Council therefore worked in partnership with neighbouring authorities and Supporting People to jointly develop and fund the North Worcestershire Care & Repair Agency (HIA) to assist elderly, disabled and vulnerable people to repair and improve their homes.

Building upon the strong countywide housing and support partnerships that exist a re-commissioning of HIA services in the form of a single countywide Home Improvement Agency is in progress providing a unique opportunity to improve and expand the range of services that improve the independence of older and disabled residents. The proposed new HIA will bring together statutory and voluntary sector partners to be more cost effective and innovative in meeting statutory requirements and key outcomes.



BEFORE GRANT

AFTER GRANT

Future House Condition

To effectively deliver efficient and value for money services, it is essential that the authority accurately understands the housing needs of the District. In partnership with neighbouring authorities, the Council has therefore commissioned a **Housing Needs Survey (2009)** to increase its understanding of the housing needs, conditions and markets within the Bromsgrove District. The survey, scheduled for completion by July 2009, will incorporate data obtained from a **Thermal Flyover (2009)** to provide more meaningful objectives, structural and socio-economic information from a review of 4% of private and socially owned dwellings. The report will provide a rational basis for strategic investment to encourage housing markets to operate in a way that meets the needs of the community.

The survey aims to determine the extent and severity of disrepair in dwellings across the District with particular regard towards vulnerable households, decent homes, houses in multiple

occupation and energy efficiency.

Issues facing the Private Sector Housing

The private rented sector performs an important housing function in the provision of short to medium term accommodation to a range of different households and markets. The responsibility for the maintenance of private sector dwellings rests with the owner-occupiers. Figures released by the ODPM reveal that 12% of homeowners aged 70 or over would not be able to pay for major repairs to their homes.

The Bromsgrove Housing Market Assessment (2008) identified that 19% of households within Bromsgrove District contain one or more members with identified special needs e.g. physical or mental disability. This has increased by 2% since the Stock Condition Survey was undertaken in 2004.

- 23.9% of vulnerable households living in the private sector were found to be living in non decent homes.
- Average costs to make homes decent are relatively high in comparison with the 2001 England average (£3,820), with the majority of homes failing on disrepair issues which would cost approximately £4,920 to remedy.
- Since 2004 the number of empty homes in the private sector have reduced from over 755 to 728.

The demand for home aids and adaptations has increase by 145% since 2005 from 59 Occupational Therapists referrals to 149 referrals received in 2007. Few houses have an accepted standard of accessibility and most of the older housing has none at all. As most housing the UK is over 50 years old, the problem exists on a large scale. Historically government policy has been to provide Disabled Facilities Grants (DFGs) to carry out

individual improvement when the need emerges. According to research undertaken by the Joseph Rowntree Foundation, one in four households includes a person with some form of disability, usually someone elderly. This is particularly evident in the Bromsgrove District with 19% of households containing at least one disabled/elderly person.

By 2026 older people will account for almost half of the national increase in the total number of households. Forecasts estimate that there will be an additional 6700 people aged 60 or over by 2026 living within Bromsgrove District. The over 60s age group is estimated to see the greatest increase in growth compared with the younger age ranges.

Energy Efficiency

The Standard Assessment Procedure (SAP) rating is the Government standard rating for energy efficiency within a dwelling. The reading is expressed on a 1-100 scale, the higher the reading, the better the energy efficiency of the building. The average SAP rating for a dwelling within Bromsgrove is 52, which is slightly above the national average (49).

A key issue in reducing energy consumption within Bromsgrove is tackling fuel poverty. The occupiers of a dwelling are considered to be in fuel poverty if more than 10% of their net income has to be spent on heating and hot water. Where fuel poverty exists this indicates energy inefficient dwellings which are very often occupied by residents who are least likely to be able to carry out improvements due to low incomes.

Schemes to assist and encourage landlords to improve energy efficiency of privately rented accommodation have been developed by Bromsgrove District Council. The Housing Health and Safety Rating System also supports the need to encourage compliance with Excess Cold issues, which are closely related to

Fuel Poverty. The estimated works involved to improve the SAP rating of a dwelling from 52 to 57 are as follows: -

- Loft and Cavity wall insulation
- Double Glazing
- Central Heating

The average cost for these works per dwelling is £390 and will on average reduce the energy costs from £461 to £410 per annum.

For owner occupiers, assistance in the form of advice and guidance can be provided as well as national and local authority grant assistance. Bromsgrove District Council works in close partnership with Act on Energy (Worcestershire) in order to promote Energy Efficiency throughout the District.

Dwellings occupied by older households (head of the household over the age of 65) are more likely to be in fuel poverty than dwellings occupied by younger residents. However due to the current financial climate it is proposed that a large number of younger households will be considered to be suffering fuel poverty. As might be expected, given that fuel poverty is a function of low incomes, it is also associated with receipt of benefits.

In order to remedy fuel poverty it is necessary to make dwellings more energy efficient by addressing the elements that are making the dwelling inefficient. As it is not possible to alter the construction type and age of a dwelling, altering the heating and insulation provisions within the dwelling are the most effective methods in improving energy efficiency.

Privately owned properties have the highest proportion of heating costs at £491 with privately rented accommodation at a slightly lower cost of £382. Housing association (RSL) dwellings have

costs at around £245 as a result of the requirement upon RSLs to bring all of their stock up to the Decent Homes Standard by 2010.

The Stock Condition survey found that 7.5% of dwellings with lofts have minimal or no loft insulation at all and 36.0% of dwellings have loft insulation of 90mm or less, a level that is generally considered as a minimum below which replacement or additional installation would be required.

The Warmfront Scheme, a central government initiative providing energy efficient improvements to those least likely to be able to afford them, was never designed to fully address dwellings that pose a fuel poverty threat. On average the cost of improving a dwelling that causes fuel poverty is in the region of £3,200. The maximum Warm Front grant available is £2,700. Therefore the Local Authority 'Top Up' the Warmfront grant is necessary in order to assist those with the greatest need to access improved insulation.

Tackling fuel poverty is a key target for the authority as it aids those residents in most need as well as improving the thermal comfort (required under the Decent Homes Standard) and potentially reduces the number dwellings falling into disrepair and presenting Category 1 Hazards e.g. damp and mould growth, excess cold etc. Targeting the whole district through a Thermal Flyover (2009) will enable the Local Authority to identify areas and properties which are in the most need of energy efficiencies measures, thus targeting investment, assistance and guidance to these areas.

There is currently a Central Government Initiative which enables those households over the age of 70 to receive free loft and cavity wall insulation; however the Carbon Emissions Reduction Target (CERT) funding is limited due to the recent influx of demand for the product. In order to ensure these households are safely housed in energy efficient accommodation, Bromsgrove District

Council currently provides a grant assistance package to encourage landlords and homeowners to meet the requirements of the Housing Health and Safety Rating System, Decent Homes Standard and reduce Fuel Poverty within the District. This package aims to provide more energy efficient accommodation through providing free loft and cavity wall insulation where occupants are 60 years or above.

Bromsgrove District Council has also introduced a Renewable Energy Scheme to encourage home owners to install renewable energy measures such as solar panels and wind generators. Matched grant is currently available up to £1000 with advice and guidance to households from both the Local Authority and our partner agency 'Act on Energy'.

The Stock Condition survey also identified the cost of remedying substandard conditions and Energy Efficiency issues. Special attention was given to all Houses in Multiple Occupation (HMO) within the District, which underwent assessment as part of the survey. The findings of the survey have been used in developing a prioritised action programme to bring HMO's up to a Decent Standard.

At the time of the Stock Condition Survey in 2004 it was estimated that there were over £9,116 of general repairs and £6,535 of urgent repairs per property required to Bromsgrove District's Private Housing Stock. It was felt at the time when the Housing Health and Safety Rating System was introduced that this was greatly underestimated.

The results of the survey indicate that the total comprehensive costs for all private sector dwellings in Bromsgrove currently stands at approximately £43.3million. This figure includes the cost of carrying out all urgent and general repairs required to bring a property up to a Decent Standard that would require no further work for a minimum of 10 years.

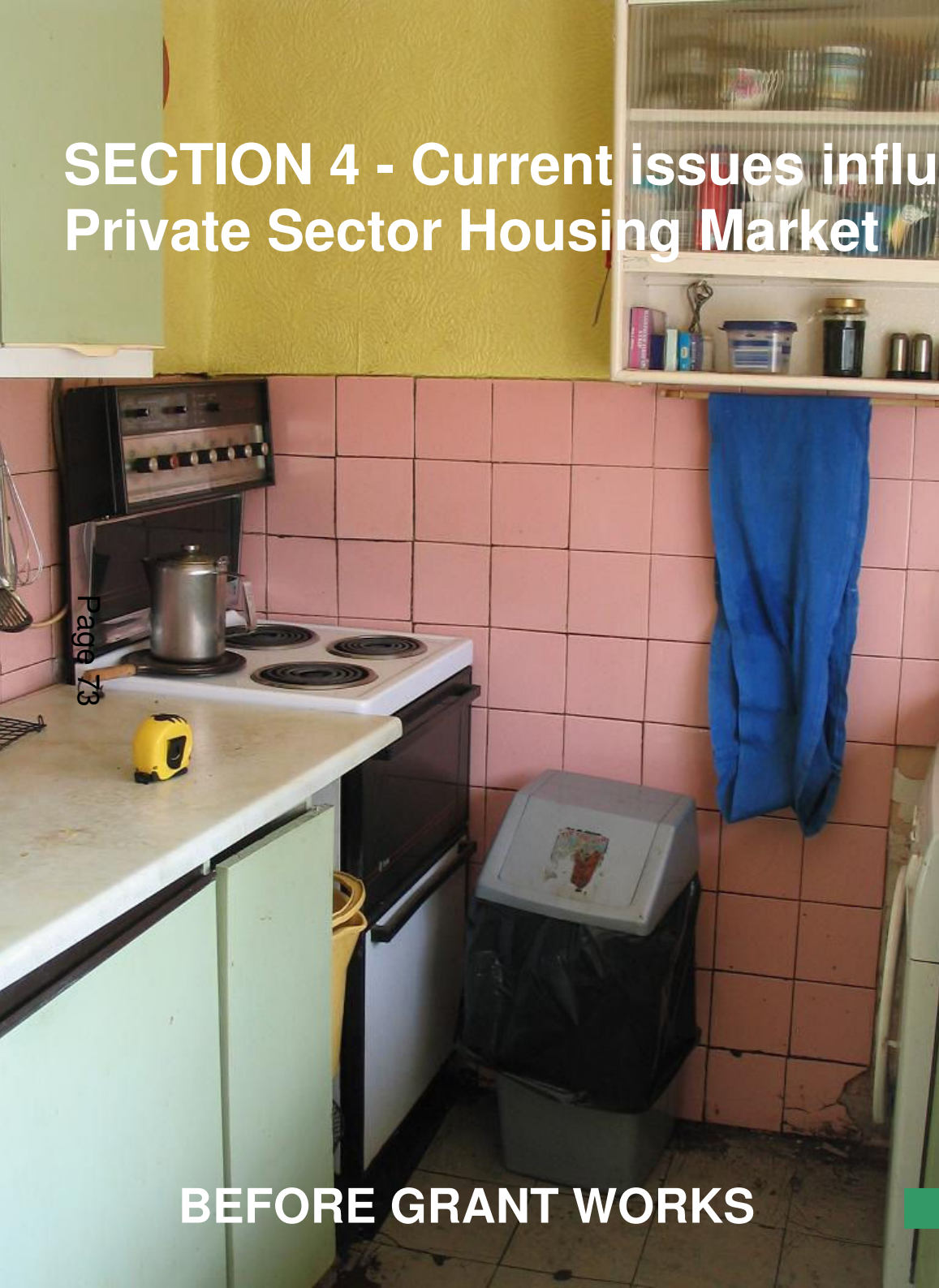
The Local Authority has recognised that information relating to the condition of the private sector stock needed to ascertain an accurate assessment of the current housing market and to set more meaningful objectives is limited and out of date. A countywide House Stock Condition Survey and Thermal Imaging Fly Over has therefore been commissioned in 2009 to update the 2004 Stock Condition Survey and provide more comprehensive data on the energy efficiency of dwellings throughout the District. The surveys will enable investment, advice, guidance and assistance to become targeted throughout the areas of the district with the greatest need.

To address the issues identified relating to the private sector housing stock in the Bromsgrove District this Strategy and its Action Plan (Appendix 2) aims to achieve its objectives by: -

- Working with people to help them improve their homes
- Endeavouring to create the right conditions, incentives and financial packages to effectively assist people to improve their homes
- Where co-operation and encouragement fails we will use our enforcement powers to ensure that tenants are living in safe and decent housing.

SECTION 4 - Current issues influencing the Private Sector Housing Market

Page 73



BEFORE GRANT WORKS



AFTER GRANT WORKS

4. Current Issues Influencing the Private Sector Housing Market

The Bromsgrove District Housing Market – suffers from an imbalance. A low level of social housing and lack of privately rented accommodation impacts upon the need to assist owner occupiers to maintain, improve and make best use of existing housing stock and encourage prospective landlords to let out under utilised accommodation.

The 2008/09 economic downturn being experienced at the time of developing this strategy has significant impact upon the private sector housing in the district:

- The reduced availability of credit and the increased requirement for prospective home buyers to provide larger deposits is increasing demand for social housing and privately rented accommodation. Housing inspections are identifying a resultant upward trend in overcrowding of privately rented and owner occupied dwellings.
- Values, sales and confidence in the housing market have experienced a decline impacting upon levels of empty homes and community cohesion. Downsizing has become increasingly difficult and a less viable option for under occupied homeowners in some circumstances increasing incidents of fuel poverty.
- Although house prices stabilised and reduced in 2008, the longer term impact of the rising housing market means that affordability in Bromsgrove District remains a significant issue.
- The economic downturn is slowing the delivery of newly built open market housing with larger scale developments being

shelved. Nationally this is impacting upon the delivery of affordable and social housing increasing pressure on privately rented options.

- Shared ownership forms of affordable housing have become less viable to both Registered Social Landlord providers and prospective purchasers.
- Complaints regarding health and safety and quality issues in privately rented accommodation is increasing as landlords become less financially able to maintain property standards by the Local Authority and its partners.
- Rising employment and the risk of increasing mortgage arrears and home repossessions is raising the need for support, advice and mortgage rescue services to be provided.
- In the longer term the economic downturn is likely to impact upon the condition of private sector accommodation both owner occupied and privately let as owners ability to invest in building maintenance and longer term improvements is reduced.
- Reducing household incomes are likely to increase incidents of fuel poverty and impede resident's ability to install energy saving measures in their homes.

The Proposed Town Centre Regeneration is enabling an extensive survey of under utilised accommodation over shop units to inform future plans to encourage private landlords to convert, improve and let their property to meet local housing needs.

The 2008 Bromsgrove Housing Market Assessment – identifies significant unmet housing need within the district with particular reference to the increasing older population and the requirement to provide a range of housing options for older people to encourage down sizing across all tenures. The need is influencing the provision of an under occupation survey and the development of an incentive and support service to assist and encourage older people to move to accommodation that better meets their needs and requirements and thus free up family accommodation to the market.

The ageing profile of the District's population – impacts upon the increasing demand for disabled facilities grants for the adaptation of homes and assistance to home owners to maintain their dwellings in older age as their incomes decrease.

SECTION 5-Consultation and Emerging Priorities

- Housing Corp Grant Rates/VFM Requirements
- ### Improving the Quality and Availability of Private Sector Housing
- Lack of private rented accommodation
 - Difficulty in securing flats above shops
 - Limited opportunities to use planning powers
 - More Houses in Multiple Occupation
- ### Addressing Homelessness
- Homelessness
 - Youth Homelessness
 - Overcrowding
 - Credit crunch
 - Mortgage Repossessions
 - Redundancy/Unemployment
- ### Supporting Vulnerable Groups to Live Independently
- Growing Population - Lack of appropriate housing

AFFORDABLE HOUSING

... (handwritten notes) ...



5. Consultation and Emerging Priorities

Consultation has been undertaken in order to identify local priorities with residents, stakeholders and businesses. The process was fundamental to the production of this document and essential to identifying the concerns, aspirations and priorities of the community. The Stakeholder Consultation events that were held in November 2008 assisted in the formulation of the strategic priorities and actions and subsequent consultation has taken place in agreeing the final document and policy.

Thriving housing markets are the key to the creation of sustainable communities and our work with private sector housing has a major impact upon the wider housing strategy.

Improving the standard of private sector housing and increasing the availability and accessibility of private rented housing, especially to those on lower incomes, is identified as the Council's second Housing Priority. The private sector housing objectives closely overlap and assist the Council's other three housing priorities by:

- Increasing the availability of private housing for rent to supplement the limited supply of affordable social housing.
- Assisting the homeless to access the private rented sector to reduce the use of temporary accommodation.
- Supporting vulnerable people to live separately.

The support to private sector housing by the Council is of paramount importance in achieving a balanced housing market, long term benefits to the health and quality of life of our residents and protection of the environment.

The following Private Sector Housing priorities have been identified for service provision: -

1. Assistance to older people, the vulnerable and those with disabilities to live independently within their own homes and the community.
2. Provision of advice, guidance and assistance to reduce energy use and to help combat fuel poverty.
3. Improvement in the quality of privately owned and rented accommodation to Decent Homes Standard through advice and assistance and the enforcement of minimum house condition standards.
4. Improve access to privately rented housing and promote a strong and well managed private rented sector through the provision of support and guidance to landlords and tenants.
5. Monitoring and promotion of improved property standards within rented accommodation through inspection.
6. Investigation into levels of under-occupancy of housing throughout the District to promote more efficient use of housing stock and reduce the number of empty homes.
7. Improve standards and energy efficiency within Mobile Home sites.
8. Apply Value for Money measures to the grants process, the supply of materials and contractors and implement the optional use of the equity release Kick Start Scheme.

SECTION 6- Private Sector Housing Priorities in Detail



6. Private Sector Housing Priorities in Detail

The role of a private sector housing team creates both challenges and opportunities, therefore in order to make best use of existing accommodation Bromsgrove District Council must look carefully at the private sector housing needs and previous policies in order to develop a balanced housing market.

A Stock Condition Survey undertaken in 2005 looked at a cross section of the private sector housing in the district. This study has enabled Bromsgrove District Council to develop a clearer understanding of the make up of housing type and tenure throughout the District.

As a result, the Stock Condition Survey enabled us to focus upon the main areas of need which identified that there were high levels of 'unfitness', disrepair and poor thermal efficiency within the following: -

- Private rented properties
- Pre 1919 dwellings
- End terraced and flats
- Vulnerable Households
- Pensioners and single households.

Based upon the stock condition information held and Strategic Housing Consultation the priorities for Private Sector Housing set out in the Council's overall Housing Strategy (2006 – 2011) have been reviewed and are as set out below: -

1. Assistance to older people, the vulnerable and those with disabilities to live independently within their own homes and the community.

Figures released by the ODPM reveal that 12% of homeowners aged 70 or over would not be able to pay for major repairs to their homes. Both Central and Local Government are therefore now addressing the requirement to make housing sustainable in order to address housing needs.

Ultimately the responsibility for maintaining privately owned homes rests with the owners and where owners can afford to carry out repairs and maintenance through their own resources they are encouraged to do so. The Council, however acknowledges that it is essential to assist lower income homeowners with repairs in order to ensure people remain in their homes for longer and in safety through the provision of advice, guidance or assistance.

Vulnerable households in need are able to access advice, guidance and assistance through the Home Improvement Agency, (The North Worcestershire Care and Repair Agency). This HIA was developed in 2004 and is primarily funded through the Local Authority, Supporting People and fee income through nationally and locally funded grants. The proposed recommissioning of a countywide Home Improvement Agency from 2010 will be appropriately placed to address the themes of the national strategy to assist in improving social care, health and social wellbeing within the District by supporting choice, providing more options to fund works, providing handyman schemes and linking into the health and support personalisation agenda.

2. Provision of advice, guidance and assistance to reduce energy use and to help combat fuel poverty.

Bromsgrove District Council encourages energy efficient lifestyles through advice, guidance and assistance. The Private Sector Housing Team work in close partnership with 'Act on Energy' our partner agency to provide initiatives to the residents of Bromsgrove District in order to improve thermal comfort within their dwellings. We currently inspect properties with the aim of bringing them up to the Decent Homes Standard and therefore thermal comfort is included within this remit.

Currently a Home Insulation Project is operating throughout the district which enables Residents are therefore eligible for free loft and cavity wall insulation and a free hot water tank jacket subject to the following eligibility criteria: -

- Residents over the age of 60 years of age
- Living within a property within council tax band A - E

The Council's Private Sector Housing Team works closely with other local authorities to develop and advise on energy efficiency initiatives. Following a countywide grant of £92,000 being obtained through the LAA a Thermal Flyover has been commissioned, completed and the report is due in July 2009.

Bromsgrove District Council also provides grant assistance towards the installation of renewable energy sources e.g. Photovoltaics, ground heat source and wind turbine generation by currently offering £1,000 match funding to eligible residents. The aim however is to work in conjunction with Act on Energy to develop an energy efficient property/competition for promotion purposes potentially within newly developed Affordable Housing sites.

3. Improvement in the quality of privately owned and rented accommodation to Decent Homes Standard through advice and assistance and the enforcement of minimum house condition standards.

Through the introduction of the Housing Act 2004 it has been identified that there is a direct correlation between housing quality and impact on the health of the occupants, visitors and on the quality of life in an area, which is based upon historical NHS data. Bromsgrove District Council therefore aims to improve the standard of accommodation within the District to enable all residents remain in their existing property for a longer period in safety to maintain their independence. Providing and enabling properties to reach a Decent Standard (See Section 3) reduces the pressures on Social Housing, Social Services, National Health Service or Primary Care Trust pressures.

All properties are currently inspected to identify Category 1 Hazards and the works required to bring a property up to a Decent Home Standard. It is the aim however to inspect all privately rented accommodation throughout the district over the next 5 years in order to bring them up to a Decent Standard, thus ensuring that more Privately Rented Properties become a viable option for residents within the district.

4. Improve access to privately rented housing and promote a strong and well managed private rented sector through the provision of support and guidance to landlords and tenants.

Bromsgrove District Council's Private Sector Housing Team provides advice, guidance and assistance to landlords and tenants during property inspections and through the annual landlord forum. A text message initiative has recently been launched to landlords that enable updates on events and legislative changes to be sent to all landlords throughout the District.

A **Step Up Private Tenancy Scheme** has been developed in order to enable vulnerable people over the age of 25 years to access decent private rented accommodation with the assistance of a guaranteed rent deposit or a **Guaranteed Bond Scheme** which enables residents to access private rented accommodation by the Local Authority issuing a bond to secure a private tenancy.

5. Monitoring and promotion of improved property standards within rented accommodation through inspection.

The Private Sector Housing Team is currently working in conjunction with the recently introduced Choice Based Letting Scheme in order to expand the housing choice of residents throughout the District. A pilot scheme is in operation allowing private Landlords to promote their properties on the Home Choice Plus website provided a satisfactory inspection has been undertaken establishing that the dwelling meets the Decent Home Standards.

6. Investigation into levels of under-occupancy of housing throughout the District to promote more efficient use of housing stock and reduce the number of empty homes.

Bromsgrove District Council is working in conjunction with BDHT to assess the requirements of residents that are considering downsizing. The recent Housing Market Assessment identified a large demand for smaller 2 bed accommodation. Survey work is essential in identifying the areas and the extent of under-occupancy throughout the District to enable the Local Authority provide assistance and develop incentives.

7. Improve standards and energy efficiency within Mobile Home sites.

Mobile Home Site inspections form an essential part of the Private Sector Housing Function to ensure health and Safety of residents and to develop initiatives to combat thermal inefficiency. A consultation event with site owners and residents is to assist with the full implementation to the Mobile Home Model Standards and improvement initiatives.

8. Apply Value for Money measures to the grants process, the supply of materials and contractors and implement the optional use of the equity release Kick Start Scheme.

Effective and speedy response to requests for home adaptation by disabled residents necessitates the careful monitoring of performance. Between 2007 and 2009 the average time taken to implement adaptations was reduced from 52 weeks (average) to 33 weeks (average) for a Category 1 DFG as a result of all policies, and paperwork being reviewed and procedures re-engineered.

SECTION 7-Avaliable Resources



7. Available Resources

A realistic assessment of the availability of current and future resources to support the Private Sector Housing Strategy is fundamental to the Councils ability to deliver upon priorities and actions set.

The table on this page sets out the resources available to support the key Private Sector Housing Services which primarily consist of:

- The provision and support of the Council's Private Sector Housing Team (4 F/T staff members).
- Financial support to enable the provision of Home Improvement Agency services for the Bromsgrove District.
- The provision of Mandatory Disabled Facilities Grants.
- The provision of a range of Discretionary Grants:
 - Home Repair Assistance Grant
 - Renovation Grant
 - Landlord Fire Safety Grant
 - Empty Property Grant
 - Home Insulation Project
 - Renewable Energy Grant

The Private Sector Housing Assistance Policy (Appendix I) sets out the criteria for the application of grants and the council's intervention in the private sector, taking into consideration the powers contained within the Regulatory Reform Order.

Scheme	Funding Sources	2009/10 Budget
Private Sector Housing Team		
BDC Revenue		£127,022
Home Improvement Agency		
Revenue Support	67,884	£148,884
Supporting People Funds	30,000	
Fee income	51,000	
Disabled Facilities Grants		
Central Govt Grant	£310,000	£510,000
Local Authority	£200,000	
Discretionary Grants		
West Midlands Regional Housing Pot L A Grant	£63,000	£100,000
Local Authority	£47,000	
Renewable Energy Grants		
Local authority	9,000	£9,000
Home Insulation Project		
Local authority	36,000	£36,000
Grants For HMO Fire Safety		
Local authority	20,000	£20,000
Kick Start Equity Release Scheme		
West Midlands Regional Housing Pot allocation	110,000	£110,000

SECTION 8- Outcomes and Key Performance Targets

IMPROVEMENT

Home Sweet Home

Home Sweet Home receives a high rate of approval from its tenants. The Private Sector Housing Authority Grants Scheme is a great way to improve your home. The grants are available for a wide range of improvements, including:

- Kitchen and bathroom improvements
- Heating and hot water systems
- Windows and doors
- External works
- Security improvements

For more information, contact the Private Sector Housing Authority Grants Scheme on 01527 333333.

PRIVATE LANDLORDS NEWSLETTER

Book early for the Landlord's Forum

Bromsgrove District Council would like to welcome you to our annual Private Landlord's Forum on 5th February 2009.

The forum will offer all private landlords, letting agents and potential landlords the opportunity to find out important news that affects the private rented sector, and to discuss any issues that you may have with our new Council led initiatives.

We are pleased to announce that we have managed to secure speakers to you on "How the economic climate affects private landlords", "New potential future changes to the private sector" and "How to advertise your private rented properties now, for free, using Lettings Systems".

There will be a variety of stalls provided by local agencies who will be able to provide you with useful information.

Where you will be able to browse information on the day that is available. Presentations will start at 6.30pm.

NEWS STORY 1
How to advertise your private rented properties now, for free, using Lettings Systems

NEWS STORY 2
New grants for Landlords Available

NEWS STORY 3
Energy Performance Certificates are now Required

NEWS STORY 4
A Helping Hand from the CAB

HOUSING

HOUSING SEES STARS

Our Housing Team's hard work paid off when independent housing inspectors gave the service a one star rating.

Housing services from council are improving

The Audit Commission confirmed the Authority's progress in making progress and was given the Strategic Housing Service a 'one star' rating with 'improving' prospects for improvement.

An increase in the delivery of affordable homes, service also met Government targets on reducing the number of households living in temporary accommodation. Two years ahead of schedule and has no outstanding cases.

From the Government's Department for Communities and Local Government, the new West Midlands Partnership working with Bromsgrove Youth Housing Association.

Over the coming months and in partnership with the opportunity to talk to a specialist adviser from the CAB and BDMH on a range of issues available to young people in Bromsgrove.

IMPROVEMENT

Regional Centre of Excellence

Congratulations to the Bromsgrove Youth Homelessness Forum, our Strategic Housing Partnership and District Housing Team for helping to achieve the West Midlands Regional Centre of Excellence for Homelessness 2008/9.

The North Worcestershire Care & Repair Agency received the award for its work in helping to improve the lives of people in the District.

On her visit, Ains said: "CLG officials are pleased, having been able to experience first hand, the service that Bromsgrove are able to offer their young people, and to meet other professionals who are working with associations and other organisations and having seen the Council's plans to continue to work with Bromsgrove to promote approved services for young people across West Midlands."

Over the next year, Bromsgrove District Council in partnership with Bromsgrove Youth Homelessness Forum will be offering other local authorities the opportunity to talk to them about the services and how they are promoting the development of best practice across the region.

Together

Home Sweet Home

Bromsgrove District Council spent over £647,157 last year (an increase of 71% on the previous year) helping elderly, disabled and other vulnerable people stay in their own homes.

The money, given through Disabled Facilities Grants and Home Repair Assistance, has helped 137 families (58% up on the previous year) by improving, adapting and repairing their properties.

What are the grants used for?
Disabled Facilities Grants are available for both BDHT and privately owned properties to provide disabled facilities such as level access showers, ramps, stair lifts and bedroom/bathroom extensions.

Home Repair Assistance Grants are used for repairing the building to make sure it is safe, habitable, weather-proof and warm.

How do you find out if you are eligible for a grant?
A Disabled Facility Grant is available to local residents in referral through the Occupational Therapists from the Princess of Wales Hospital and each case will be individual assessed.

For Home Repair Assistance Grants you can visit or call the Customer Service Team for advice and a referral form. You can e-mail your request direct to private.sector.housing@bromsgrove.gov.uk or write to the Private Sector Housing Team, Bromsgrove District Council, The Council House, Burcot Lane, Bromsgrove. B60 1AA.

Partnership Working Brings More Choice

Earlier this year we teamed up with Bromsgrove District Housing Trust and other local housing associations to introduce a new way for people to find properties available across Worcestershire, Warwickshire and Stafford.

Choice Plus will offer a range of housing options for low cost and private rented. Housing applicants have the opportunity to access housing in the six common areas using just one simplified application form. The common housing associations policy of consistent standards across all six areas will be maintained.

The Department for Communities and Local Government is really good news and will be one of the first sub-regional authorities to make the allocation process easier to use.

But through an Occupational Therapist, Bromsgrove District Council was able to come to his rescue and make things better.

A ramp leading to his front door was installed outside his Rubery home which gave him back his independence.

"The ramp has given me a new lease of life because before I could only go out when friends and family were able to help. It really has made a world of difference. I'm even ready to start courting again!" he chuckled.

IMPROVEMENT

Getting greener

Renewable Energy Grant
The first Renewable Energy Grant for Bromsgrove District has resulted in an eco-friendly solar hot water system being added to a home.

The homeowner said that he was "very pleased" with the installation and "glad that the council has chosen to support these initiatives".

A funded grant towards the installation can be applied for by calling Bromsgrove Council on 01527 436436.

Together

Giving Ken back his independence

Eighty-three year old Ken Hill thought his world had collapsed when he found himself a prisoner in his own home.

For the once active ex-Army Sergeant could no longer get out and about when a stroke left him having to use sticks to walk. His steep front doorstep was too much for him to negotiate. The outside world was suddenly out of bounds. But, then, through the Occupational Therapist, Bromsgrove District Council was able to come to his rescue and make things better.

A ramp leading to his front door was installed outside his Rubery home which gave him back his independence.

"The ramp has given me a new lease of life because before I could only go out when friends and family were able to help. It really has made a world of difference. I'm even ready to start courting again!" he chuckled.

Ken's daughter Janet agrees. "The ramp has given him back his independence. He can now go out when he likes and does not have to rely on someone else. It has also taken years off his life because he hated being trapped in his own four walls. It made him very depressed."

"The ramp has not only helped my dad, but the whole family too," she added.

Reducing your carbon footprint

Help is on hand for householders who want to reduce their carbon footprint.

Renewable Energy Grants are available from our Private Sector Housing Team for a selection of energy saving technologies, including Solar Hot Water, Ground Source Heat Pumps, Solar Photovoltaics, Wind Turbines, Small Scale Hydro Turbines, Wood Fuel Boilers and Pellet Stoves.

Certain criteria, however, must be met to qualify for the 50% grant on costs of up to £1,000. Loft insulation to the whole property is required, to meet current building regulations, cavity wall insulation where applicable, low energy light bulbs in all appropriate fittings and basic controls on the heating system to include room thermostat and programmer/timers.

For more information and to find out how to apply for a grant, please contact the Private Sector Housing Team on 01527 881436.

Looking for Sites

Landowners and developers were asked to help identify sites for future housing as part of the Strategic Housing Land Availability Assessment (SHLAA).

The purpose of the study is to inform planning policy options on locations to meet housing targets set through the Regional Spatial Strategy (RSS).

8. Outcomes and Key Performance Targets

Key Strategic Outcomes

Sustained long term 'Decent' housing conditions, improved quality of privately rented accommodation (including HMOs), higher standards for healthier and safer homes.

Improved energy efficiency of homes.

Better support and assistance to older and vulnerable people in making home improvements and adaptations, healthier and safer homes.

Increased access to private rented accommodation for the homeless, increased choice and increased support and assistance to landlords.

KEY TARGET - To increase housing energy efficiency by 30% from 1996 – 2010 and 32% by 2014.

Performance

to March 05 = 20.69%,

to March 06 = 22.68%,

to March 07 = 24.64%

to March 08 = 25.94%

KEY TARGET – To increase the proportion of vulnerable households achieving Decent Homes Standard to in excess of 70% by 2010 and 80% by 2014.

Performance

March 04 = 76.1%,

March 06 = 76.33,

March 07 = 76.66%,

March 08 = 77.30%

KEY TARGET – To return private sector dwellings into occupation each year as a result of action by the Local Authority.

Performance

06/07 = 8 units,

07/08 = 19 units

08/09 = 33 units

09/10 Target = 25

KEY TARGET – (NI187) To monitor the proportion of households containing someone on means tested benefit (MTBs) that occupy a dwelling with a AP rating less than 35 or greater than 65

	Below 35 (SAP)	Above 65 (SAP)
08/09	8.77%	36.11%
09/10	7.27% TARGET	37.61% TARGET
10/11	5.77% TARGET	39.11% TARGET
11/12	To be agree countywide	
12/13	To be agree countywide	
13/14	To be agree countywide	

KEY TARGET – To monitor the time taken in weeks to complete a Disabled Facilities Grant from referral to final payment for separate Categories

DFG Category	2007/08 Performance	2008/9 Performance	2009/10 Targets	2014 Target
Category 1	52	35.2	34	30
Category 2	52	41.4	38	34
Category 3	52	57.6	52	50

APPENDIX 1- Private Sector Housing Assistance Policy



Housing Leaflet No. 17

CONTACT DETAILS

Strategic Housing Department
Bromsgrove District Council, Buxton Lane, Bromsgrove
Worcestershire B60 1AA
Tel: (01527) 881388 Fax: (01527) 881318
Email: private.sector.housing@bromsgrove.gov.uk
Internet: www.bromsgrove.gov.uk

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Bromsgrove District Council
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Home Repair Assistance



Housing Leaflet No. 18

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Landlord Grants

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Housing Assistance Scheme Charities and Trusts

Bromsgrove District Council
The Council House, Buxton Lane, Bromsgrove B60 1AA,
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Housing Leaflet No. 11

Disabled Facilities Grants

Bromsgrove District Council
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Housing Leaflet No. 10

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STEP 2

The DT will then assess each case on its priority based on the level of need. This ensures that more urgent cases are dealt with in a timely manner.

STEP 3

A grants officer will then contact you to make an appointment to complete a test of financial means applications form. During this time evidence of your income and savings are required. Following this visit you will receive a letter advising whether you have to make a contribution to the cost of the works. (An appeal can be made at this time)

STEP 4

A schedule of works will be drawn up and an estimate for the works will be obtained. Written confirmation of the required works and start date for the work to begin will be made within 6 months of all valid paperwork received. There is a limit of 12 months to complete the works, once the grant has been approved.

STEP 5

Once the building works have been completed, you will be asked to confirm that you are happy with the works so that the payment can be made.

Housing Leaflet No. 11

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Bromsgrove District Council

Private Sector Housing Assistance Policy 2009

1. Introduction

- 1.1 This policy is designed to contribute towards the Council's strategic aims and objectives by assisting;
- a) The improvement of housing quality in all tenures.
 - b) Improving energy efficiency and eliminating fuel poverty.
 - c) Renovating unfit houses and bringing empty properties back into use.
 - d) Enabling people to stay in their home as they get older and provide disabled persons with maximum ability around their homes.
 - e) Improving social care, health and social wellbeing.

2. Key Priorities

- 2.1 The Council's Private Sector Housing Strategy recognises that there is a need to address the issue of people on low incomes who cannot afford to maintain their properties in good repair.

3. Resources Available

- 3.1 This Private Sector Housing Assistance policy sets out to provide a balanced programme of support to occupants of private sector housing within the resources that the

Council has available for the provision of discretionary grants (currently £100,000 pa) to supplement the wider national resources that are accessed by the work of the North Worcestershire Care & Repair Agency.

4. Purpose of Housing Assistance

- 4.1 Housing assistance may therefore be offered (subject to financial resources being available) by Bromsgrove District Council ('the Council') in accordance with this policy, to assist with the cost of the following:
- The improvement, repair or adaptation of a home including houseboats and mobile homes
 - Home energy efficiency
 - Home security and safety
 - 'Home Move'
 - Loans through suitable partner organisations
- 4.2 The assistance may be in any form including but not restricted to grants, provision of materials, carrying out works, loans or loan guarantees.
- 4.3 The Council may specify in detail in their Housing Assistance Scheme the purposes for which applications for assistance are to be invited and may specify different purposes from time to time to reflect current priorities and budgetary constraints.

5. **Persons eligible to apply for Housing Assistance**

5.1 Any person who makes an application for assistance must: -

- a) live in the dwelling as his or her only or main residence (except where the applicant is a landlord), and
- b) have an owner's interest in the dwelling or be the tenant or licensee of the dwelling either alone or jointly with others, and have the power or duty to carry out the works or have the owners consent to do so in writing, and
- c) satisfy such test(s) of financial resources as the Council may impose from time to time, more specifically explained in the Housing Assistance Scheme.

6. **Applications for Assistance**

6.1 All applications must be in a form prescribed by the Council and shall include the following:-

- a) full details of the proposed works including plans and specifications of the works for which the assistance is sought ('the assisted works').
- b) at least two estimates from different contractors for the proposed works, unless the Council otherwise direct in a particular case.
- c) particulars of any professional fees and other charges which relate to the preparation for and the carrying out of the proposed works.

- d) proof that the applicant is an owner or a tenant of the dwelling, unless the Council otherwise direct.
- e) consent in writing from all owners of the dwelling to the carrying out of the proposed works, unless the Council otherwise direct.
- f) if the applicant is the owner of the dwelling, an undertaking to repay the grant in the circumstances described at paragraph 15 of this policy.
- g) if the applicant is a landlord, an undertaking to let the dwelling(s) as a residence to persons nominated by the Council throughout the period of five years following the date of completion of works or such other period of time as may be agreed in writing between the applicant and the Council.

7. **Prior qualifying period**

7.1 Applicants for Home Repair Assistance for houseboats or mobile homes and for major works grants must have owned the residence for not less than 3 years.

8. **Amount of Housing Assistance**

When dealing with applications where a means test is required the Council will use the Test of Resources currently in use for Mandatory Disabled Facilities Grants.

9. **Exclusion of works already carried out**

- 9.1 The Council will not approve an application for assistance if the assisted works have been carried out before the application is approved, except
- a) Where the relevant works have been begun but have not been completed, the application may be approved if they are satisfied that there were good reasons for beginning the works before the application was approved.
 - b) Where the Council decide to approve an application in accordance with a) above they may treat the application as varied so that the assisted works do not include any that are completed.

10. **Decision and notification**

- 10.1 An application will be processed and the applicant advised as soon as possible, whether the application is approved or refused. The Council will notify the applicant in writing no later than 6 months after receipt of the completed application.
- 10.2 If the application is approved the notification will also specify the works which are eligible for assistance and the form that the assistance will take.
- 10.3 If the application is refused, the Council will at the same time explain the reasons for refusal and provide details of how to make an appeal against the decision. The grounds for appeal are detailed in Appendix A.
- 10.4 Where the cost of works either increases or decreases or additional works are required the Council may alter the

amount of assistance and will inform the applicant in writing.

11. **Supervision of Works**

- 11.1 The Council will not accept any responsibility, under any circumstances, for omissions by the contractor or defective workmanship. A claim form confirming that the works are complete and that the applicant is satisfied with the work carried out must be submitted before final payment is made.

12. **Payment of assistance: conditions as to carrying out the works**

- 12.1 The assistance will only be paid if;
- a) the assisted works are completed within 12 months of the date of approval or such further period allowed by the Council
 - b) the assisted works are carried out in accordance with such specifications as the Council determine
 - c) the assisted works are carried out to the satisfaction of the Council
 - d) the Council are provided with an acceptable invoice, demand or receipt for payment for the works and any professional fees and other charges. For this purpose an invoice, demand or receipt is acceptable if it satisfies the Council and is not given by the applicant or a member of his family.

13. Payment of assistance

- 13.1 The Council will normally pay the assistance direct to the contractor and will be either to the full amount, on completion of the works, or in instalments as work progresses.
- 13.2 Where assistance is payable, but the assisted works have not been executed to the satisfaction of the applicant, the Council may at the applicant's request and if they consider it appropriate to do so withhold payment from the contractor. If they do so, they may make the payment to the applicant instead.

14. Repayment where applicant not entitled to assistance

- 14.1 If an application for assistance is approved but it subsequently appears to the Council that the applicant (or in the case of a joint application, any of the applicants) was not, at the time the application was approved, entitled to assistance of that description no payment shall be made or, as the case may be, no further instalments shall be paid, and the Council may demand that any payments that have already been made be repaid forthwith, together with interest from the date on which they were paid until repayment is made, at such reasonable rate as the Council may determine.

15. Conditions for Repayment of Assistance

- 15.1 If an owner of the dwelling to which the application relates ceases to be the owner before the works are completed he shall repay to the Council on demand the amount of any assistance that has been paid.

- 15.2 If an owner of the dwelling(s) to which the application relates ceases to be the owner within 10 years from the date the works were completed he shall repay to the Council on demand the amount of assistance that has been paid plus interest over the period calculated using the Land Registry Residential Property Price Report based on the increase / reduction in value over the period since the grant was given.
- 15.3 If an owner of the dwelling(s) to which the application relates, having undertaken to let the dwelling(s), ceases to let the dwelling(s) in accordance with his undertaking, within 5 years from the date the works were completed, he shall repay to the Council on demand the amount of assistance that has been paid.

- 15.4 Where the Council has a right to demand repayment but there are extenuating circumstances they may determine not to demand repayment or to demand a lesser amount.

16. Additional Conditions

- 16.1 Where the Council approve an application for assistance they may impose additional conditions with the consent of the applicant:
- 16.2 The additional conditions may include but are not restricted to the following:
- a) Applicant to make a contribution towards the proposed work.
 - b) Right of the Council to recover specialised equipment when no longer needed.

17. Security of Assistance

- 17.1 Any condition above, which creates a liability to repay the assistance, shall be registered as a charge against the property at the Land Registry
- 17.2 The liability to repay any assistance may be discharged at any time by payment to the Council a sum equal to the amount of assistance and interest as specified under 15.2 or such lesser sum as the Council may agree.

18. Proposals/Loan Fund

- 18.1 It is proposed to consider the introduction of a Kick Start Equity Release Scheme under the Home Improvement Agency via the Supporting People fund initiative.
- 18.2 As part of this initiative, the introduction of more extended loans/equity release schemes will be investigated.

19. How to apply for Assistance

- 19.1 The qualifying criteria for each type of grant are listed in Appendix B (Housing Assistance Scheme). In order for your name to be registered for assistance, the following options are available:
- a) By phoning the Bromsgrove District Council on 01527 881288 and ask for the Private Sector Housing Team Leader or the Private Sector Housing Grants Administrator. who will take your details and deal with them, or forward them on to the relevant agency.

- b) By emailing strategic.housing@bromsgrove.gov.uk stating in your communication that the enquiry is for the attention of the Private Sector Housing Team.

- 19.2 In each case an acknowledgement of your enquiry will be sent out.

20. Complaints about the Strategy / Policy and it's Implementation

- 20.1 Should you wish to make any comments or complaints regarding this Strategy/ Policy, please write to Mr. A Coel, Head of Strategic Housing, The Council House, Bromsgrove, Worcs. B60 1AA. Tel 01527 881270 or email a.coel@bromsgrove.gov.uk.
- 20.2 Alternatively, you may go onto the Bromsgrove District Council Website www.bromsgrove.gov.uk and you can e-mail your complaint. Please give your name, address and contact number.
- 20.3.1 All complaints / comments will be considered and The Strategy/ Policy adapted as deemed necessary. A written reply will be sent to the complainant.

21. Commencement Date

- 21.1 This Strategy / Policy will commence April 2009 and be subject to regular review.

Appendix A

BROMSGROVE DISTRICT COUNCIL

PLANNING & ENVIRONMENT SERVICES

GRANT ASSISTANCE

APPEALS

APPEALS CRITERIA (subject to available resources)

Applicants must be able to demonstrate special circumstances for example:

- failure to carry out works may place the applicant and/or the family's health and safety at immediate risk; (and/or)
- the applicant or a member of his/her family has a specific and serious medical condition which would be worsened by the condition of the property; (and/or)
- the condition of the property poses a threat to the ability of the existing family to continue to live together; (and/or)
- the condition of the property is likely to lead to the intervention of other statutory services (i.e. statutory re-housing, children being taken into care under the Children Act 1989; (and/or)
- the work would be of wider benefit than to the applicant and his/her family, e.g. where other properties are affected;

AND IN ALL THE ABOVE CASES

The applicant has no other means by which he or she could reasonably be expected to fund the work - either privately or with Department of Social Security assistance.

In deciding the case the Appeal Panel will consider whether the circumstances are so severe that the case should be considered as an exception to normal policies.

N.B. Medical evidence will be required if medical or health related circumstances are cited.

APPEALS PANEL

- The appeals panel will be made up by members of the Council.

Appendix B
BROMSGROVE DISTRICT COUNCIL HOUSING ASSISTANCE
SCHEME

Criteria for the award of Mandatory Disabled Facilities
Grants.

Mandatory Disabled Facilities Grants will continue to be awarded for prescribed works as per the Housing Grants, Construction and Regeneration Act 1996.

The Regulatory Reform Order 2002 extends the eligibility to those living in park homes and houseboats.

These grants are awarded to enable applicants to have access to and around their homes, or to use essential facilities in the home to enable them to live independently.

Outcome. With an annual budget (2009/10) of £500,000 this will improve the suitability of homes for over 80 disabled households each year.

Notes. This is a mandatory grant and the Council receives subsidy from the Government up to a specified amount. As demand outstrips the budget a prioritised waiting list has been developed.

Eligible applicants	<ul style="list-style-type: none"> Any applicant registered or capable of being registered under the Chronically Sick and Disabled Persons Act 1970 and requires adaptations to be provided.
Qualifying criteria	<ul style="list-style-type: none"> Referral from the Occupational Therapist via Social Services confirming that the works are 'necessary and appropriate'. Works must be 'reasonable and practical'.
Conditions	<ul style="list-style-type: none"> Subject to a financial assessment of resources (prescribed by statute) Proof of title required.
Maximum grant	<ul style="list-style-type: none"> £30,000.00
Implementation date	<ul style="list-style-type: none"> Reviewed April 2009

Criteria for the award of Discretionary Home Repair Assistance Grants.

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Eligible applicants	<ul style="list-style-type: none"> • Owners or private sector tenants who have a duty or power to carry out works. • Applicants must be 60 years old or over, and must be in receipt of one of the following benefits: Income support / job seekers allowance / Working tax credit / Housing benefit / Disability working allowance / Council tax benefit / Guaranteed Pension credit. • Disabled persons who are in receipt of Attendance allowance or Disability Living allowance and have savings of less than £6,000.00
Qualifying criteria	<ul style="list-style-type: none"> • Property in need of essential repairs and improvements in order to make the property healthy, safe, wind and weatherproof. Assistance will be offered to qualifying people whose homes are unfit, or whose health and well-being is detrimentally affected by the housing conditions under which they are living.
Conditions	<ul style="list-style-type: none"> • Will only consider grant applications up to a maximum of £5,000 within any 3-year period. • Grant repayable in full (plus interest over the period calculated using Land Registry Residential Property Price Report based on increase / reduction in value of property) to the Council should the property be disposed of within a 10 year period and registered as a local land charge against the property.
Minimum grant	<ul style="list-style-type: none"> • £200.00
Maximum	<ul style="list-style-type: none"> • £5,000.00

grant	
Implementation date	<ul style="list-style-type: none"> • Reviewed April 2009

Outcome. Based on a yearly allocation of £100,000 and an average grant of £2,500.00 this will enable 40 households each year to remain independent within a safe and secure home.

Notes. This is a discretionary grant subject to available resources.

Criteria for the award of Discretionary Renovation Grants.

Renovation grants are to assist the funding of essential major works due to the property being deemed unfit for human habitation.

Eligible applicants	<ul style="list-style-type: none"> • Owner/Occupiers
Qualifying criteria	<ul style="list-style-type: none"> • Applicant has owned the house for a period of not less than 3 years. • Applicant must be in receipt of one of the following benefits: Income support / job seekers allowance / Working tax credit / Housing benefit / Disability working allowance / Council tax benefit / Guaranteed Pension credit. • Disabled persons who are in receipt of Attendance allowance or Disability Living allowance and have savings of less than £6,000.00 • Existing home is deemed to be unfit for human habitation.
Conditions	<ul style="list-style-type: none"> • Will only consider grant applications up to a maximum of £10,000 within any 3-year period. • Grant repayable in full (plus interest over the period calculated using Land Registry Residential Property Price Report based on increase / reduction in value of property) to the Council should property be disposed of within a 10-year period. Registered as a local land charge against the property.
Maximum grant	<ul style="list-style-type: none"> • £10, 000.00

Implementat
ion date

- Reviewed April 2009

Outcome. Based on a yearly allocation (2004/5) of £20,000 this will reduce the number of unfit properties within the district by 2.

Notes. This is a discretionary grant subject to available resources.

Criteria for the award of Discretionary Empty Homes

Grants.

The Council has produced an Empty Homes Strategy to tackle this issue and a range of initiatives has been developed to encourage re-occupation. However, in terms of this policy the issue of grants offered by the Council are detailed below. The options will be tailored to specific needs taking into account the condition and location of the empty property, the potential for letting and the securing of an affordable rent

enable 2 properties to be brought back into use.

Notes. This is a discretionary grant subject to available resources

Eligible applicants	Owners
Qualifying criteria	<ul style="list-style-type: none">• Planning permission (if necessary) for any works prior to application.• Subject to financial assessment.
Conditions	<ul style="list-style-type: none">• Grant repayable (plus interest over the period calculated using Land Registry Residential Property Price Report based on increase / reduction in value of property) to the Council if property disposed of within a 10-year period. Registered as a local land charge against the property.• For tenanted property subject to nomination rights being vested in the District Council for a period of 3years
Maximum grant	<ul style="list-style-type: none">• £5,000.00
Implementation date	<ul style="list-style-type: none">• Reviewed April 2009

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Outcome. Based on a yearly allocation of £10,000 this will

Criteria for the award of Discretionary Landlord Grant.

improve the suitability of homes for over 2 households each year.

Landlord Grants are to assist the funding of the installation of Fire Installation works within Houses in Multiple occupation (non-licensable).

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Eligible applicants	<ul style="list-style-type: none"> • Owners
Qualifying criteria	<ul style="list-style-type: none"> • Planning permission (if necessary) for any works prior to application. • Owned property for 3years • Category 1 Hazard present • House in Multiple Occupation
Conditions	<ul style="list-style-type: none"> • Grant repayable (plus interest over the period calculated using Land Registry Residential Property Price Report based on increase / reduction in value of property) to the Council if property disposed of within a 10-year period. Registered as a local land charge against the property. • For tenanted property subject to nomination rights being vested in the District Council for a period of 3years
Maximum grant	<ul style="list-style-type: none"> • £5,000.00 (match funded)
Implementation date	<ul style="list-style-type: none"> • Reviewed April 2009

Outcome. With an annual budget (2007/8) of £10,000 this will

Criteria for the award of Renewable Energy Grant.

Renewable Energy Grants are to assist the funding of the installation of Renewable Energy technology within a residential or non profitable organisation property.

Outcome. With an annual budget (2009/10) of £9,000 this will improve the suitability of homes for approx 9 households each year.

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Eligible applicants	<ul style="list-style-type: none"> • Owners
Qualifying criteria	<ul style="list-style-type: none"> • Planning permission (if necessary) for any works prior to application. • Owned property for 3years • Low Carbon Eligibility criteria
Conditions	<ul style="list-style-type: none"> • Grant repayable (plus interest over the period calculated using Land Registry Residential Property Price Report based on increase / reduction in value of property) to the Council if property disposed of within a 10-year period. Registered as a local land charge against the property. • For tenanted property subject to nomination rights being vested in the District Council for a period of 3years
Maximum grant	<ul style="list-style-type: none"> • £1,000.00 (match funded)
Implementation date	<ul style="list-style-type: none"> • Reviewed April 2009

Criteria for the award of a Discretionary 'Home Move' Grant.

Where an owner/occupier or tenant qualifies for assistance but their existing home is unsuitable and a move to different accommodation would be a better option to adaptation or repair, then financial assistance may be awarded.

Some homes are physically unsuitable for adaptation. Sometimes owners would be unable to afford the maintenance and running costs of their home, even after improvement. In such cases it would be more cost effective to help a willing person to move to more suitable accommodation

Eligible applicants	<ul style="list-style-type: none"> • Owner/occupiers and private tenants.
Qualifying criteria	<ul style="list-style-type: none"> • Existing home is unsuitable for improvement, or adaptation and a move is the most cost effective and practical option. • Evidence of new property and inspection by Grants Officer and Occupational Therapist. • Subject to financial assessment.
Conditions	<ul style="list-style-type: none"> • Subject to written approval. • Only one grant allocation every 5 years. • Grant repayable (plus interest over the period calculated using Land Registry Residential Property Price Report based on increase / reduction in value of property) in full to the Council should property be disposed of within a 10-year period. Registered as a local land charge against

	<p>the property.</p> <ul style="list-style-type: none"> • Grant to be spent at the discretion of the Council e.g. legal costs, removal costs, estate agents fees etc.
Maximum grant	<ul style="list-style-type: none"> • £2,500.00
Implementation date	<ul style="list-style-type: none"> • Reviewed April 2009

Outcome. Based on a yearly allocation of £5,000 this will enable 2 applicants to move to alternative premises.

Notes. This is a discretionary grant subject to available resources.

APPENDIX 1- Private Sector Housing Action Plan

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PRIVATE SECTOR HOUSING ACTION PLAN – IMPROVING THE QUALITY AND AVAILABILITY OF PRIVATE SECTOR HOUSING

Action and Priority	Target Completion Date	Milestone	Progress upon implementation of action as at 31 st January 2007	Status
Proposed Outcome – Sustained long term ‘Decent’ housing conditions, improved quality of privately rented accommodation, higher standards for healthier and safer homes.				
<p>Monitor performance target for achieving ongoing improvement in Decent Homes Standard</p> <p>HIGH</p>	Ongoing	<p>Maintain min 70% of vulnerable households decent by 2010</p> <p>80% of vulnerable households decent by 2014</p> <p>85% of vulnerable households decent by 2020</p>	<p>The 2004 Bromsgrove District Private Sector Housing Survey advised that 76.1% of vulnerable households already lived in Decent Homes. Full monitoring and updating of this baseline data began in 2007/08 with the introduction of new Decent Homes forms for inspecting officers and our SLA partners whom also inspect properties. Performance is updated based upon home repair grants allocated. Performance to March 2009 = 77.83%.</p>	
<p>Assist in developing a Corporate Enforcement policy as a result of the Regulatory Enforcement and Sanctions Act 2008 and Compliance Code.</p> <p>MEDIUM</p>	October 2009	May 2009 – discussions with Project Leader.		
<p>Promote services through the development of Bromsgrove District Council’s website for specific clients groups, i.e. landlords, tenants and owner-occupiers to include info on running costs, maintenance and energy efficiency and provide articles for Together Bromsgrove and local press.</p> <p>HIGH</p>	Ongoing	Write up information for publication June 2009	<p>Quarterly promotion in Together Bromsgrove.</p> <p>New pamphlets designed and circulated.</p>	
<p>Establish the quality of private rented housing through the 2009 stock condition update.</p> <p>HIGH</p>	December 2009	Completion of survey update October 2009		
<p>Inspect all privately rented accommodation prior to being advertised on the Home Choice Plus Choice Based Lettings Scheme.</p> <p>HIGH</p>	July 2009	Piloted from April 09		
<p>Maintain an HMO Risk Based Data Base.</p> <p>HIGH</p>	Ongoing			
<p>Provide ‘Decent Homes’ and ‘Affordable Warmth’ training to the PCT Occ Therapists, LA officers and Basement staff.</p>	October 2009			

MEDIUM				
Encourage Bromsgrove Landlords to attend Landlord Training and gain accreditation.	Ongoing			
MEDIUM				
Proposed Outcome – Improved energy efficiency of homes.				
Work in partnership with Act on Energy to investigate efficient home scheme in conjunction with renewable energy scheme	April 2009	Arrange meeting with WEEAC to discuss possibilities Feb 09	Initial meeting taken place to discuss feasibility of promoting scheme.	
MEDIUM				
Work in partnership with Act on Energy to investigate training parish councillors on energy efficiency.	April 2009	Arrange meeting with WEEAC to discuss possibilities Feb 09	Discussed in LSP Better Environment Theme Group and agreed to develop tier down training.	
MEDIUM				
Formulate proposal to introduce a grant scheme to improve energy efficiency for mobile homes, and submit bid for 10/11 financial year.	April 2010	Submit report to Council Sep 09		
MEDIUM				
Work with Redditch and Wyre Forest to review the contribution toward renewable energy schemes to improve take up of grant	July 2009	Completion of thermal imaging Feb 09		
MEDIUM				
Investigate grant criteria for households in fuel poverty	July 2009	Arrange meeting with WEEAC to discuss possibilities Feb 09		
HIGH				
Target 2% annual home energy saving PA	Target 32% by 2014	Target 30% by 2010	On target for 30% home energy savings by 2010. Year 04/05 20.69%, Year 05/06 22.68% (reaching target of 2% p.a., highest annual % increase in Worcestershire 05/06, March 07 = 24.64, March 08 = 25.94). Updated annually following HECA report.	
HIGH				
Analyse the results of the County Thermal Fly over to focus future investment	October 2009	Completion of survey June 2009		
HIGH				
Proposed Outcome – Better support and assistance to older and vulnerable people in making home improvements and adaptations, healthier and safer homes.				
Make a minimum of three presentations per year to Parish Council's upon the role of the	Ongoing			

NW Care & Repair Service and Bromsgrove Lifeline in supporting older and vulnerable residents. MEDIUM				
Implement Multi Agency Meetings for OT referrals that require structural alteration or extension to a home to ensure all alternative options are fully appraised. HIGH	Ongoing	PCT BDHT Social Services Private Sector Team Jan 2009	Process has commenced WEF 14.01.09	
Implement procurement Framework Agreement for level access shower installations within RSL properties. HIGH	June 2009	Bids received and analysed April 09		
Implement Kick Start Equity Release Scheme as an additional option for home improvement. HIGH	June 2010	Cabinet approval 29 th April 2009		
Proposed Outcome – Increased access to private rented accommodation for the homeless, increased choice and increased support and assistance to landlords.				
Investigate opportunities to develop a bridging loan to cover the period between tenancies. MEDIUM	April 2010	Consider implications of scheme and funding requirements by Aug 09 for Oct bidding round.		
Develop a data base of private landlord portfolios. MEDIUM	June 2009	Write questionnaire, compile list of landlords June 2009	Currently in process of being compiled.	
Investigate Best Practice Accreditation Schemes and review whether practical and viable. LOW	July 2009	Review examples of best practice July 2009		
Continue to deliver Private Landlords Forum meetings and training events.	Continuous process of annual meetings.	Development of LL's Handbook.		

HIGH				
Pilot advertisement of private lettings on Home Choice Plus Choice Based Lettings Scheme to encourage supply of privately let accommodation to those in need. MEDIUM	Complete pilot by Oct20 09	Piloted from April 2009		
Work in partnership with Town Centre Regeneration Manager in surveying and identifying empty accommodation above shop for potential conversion to affordable housing. MEDIUM	Ongoing			

Contact List

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Bromsgrove
District Council

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BROMSGROVE DISTRICT COUNCIL

CABINET

29TH APRIL 2009

BROMSGROVE DISTRICT COUNCIL BUSINESS CONTINUITY PLAN

Responsible Portfolio Holder	Councillor Mrs Jill Dyer M.B.E.
Responsible Head of Service	Phil Street
Non-Key	

1. SUMMARY

- 1.1 Business Continuity Management ensures that the Council can respond effectively and efficiently to any emergency that may affect the Council's work. The Council has prepared a Business Continuity Plan that aims to minimise the impact of an emergency and allow the Council's work to recover quickly.

2. RECOMMENDATION

- 2.1 That the Business Continuity Plan be approved and that work proceed with separate plans for specific emergencies such as pandemic flu and for individual departments service recovery plans

3. BACKGROUND

- 3.1 It is important that in the case of an emergency the Council can maintain critical services and make sure that it recovers speedily. The majority of emergencies are short term and modest in their scale. Normally it will involve such things as temporary power cuts, problems with heating systems, IT failures or short term severe weather problems.
- 3.2 Occasionally the emergency can be slightly more disruptive such as a fire in a section of the building, a gas leak or discovery of a war time bomb.
- 3.3 In many cases the disruption is extremely modest and services experience little by way of dislocation and the problem can be overcome without major difficulties.
- 3.4 However, Council's and businesses need to be in a position where they are prepared for more extensive disruptions to services. The Council needs to be capable of addressing more wide scale problems that are either longer in duration or more intense in their effects. This may include prolonged periods of severe weather, extensive fire damage or significant levels of illness.

- 3.5 It is for this reason that the Council and other businesses require business continuity plans. The business continuity plan, which is inextricably linked to the Council's emergency plan, provides a framework in which the Council can operate in the eventuality of a significant disruption to services.
- 3.6 The work on the plan has involved understanding the Council's business. Through a process of business impact assessment the Council has analysed those parts of the Council's work that are the least tolerant to disruption. In this instance tolerance means which parts of the Council's work is most critical to its customers or regulatory demands.
- 3.7 The Council has analysed its work in terms of tolerance and in certain cases there are aspects of its work that could cope with relatively extensive periods of disruption or service failure without major impact on customers or the organisation's functional capacity. There are other services that are mission critical and have such a low tolerance that they must be restored within 48 hours or less.
- 3.8 The Council has analysed its services in time frames of tolerance for one day, one week and one month. The services that have the lowest tolerance are IT; refuse and recycling; payroll; benefits; Lifeline; environmental health; communications; human resources and strategic housing.
- 3.9 The Business Continuity Plan has examined some of the causes of disruption and has identified strategies for coping with the emergency. It has also examined the impact of an emergency on the various facets of the Council's work. The business continuity plan details steps to be taken in the case of a disruption. It identifies minimum operating requirements and equipment needs. It examines whether work can be continued from home or whether an alternative location can be identified. It primarily considers those services that are mission critical and assumes that in the instance of a prolonged period of disruption actions will be developed that can be introduced in a longer time frame.
- 3.10 The plan assigns responsibilities for its implementation to both senior management and departmental management.
- 3.11 The analysis has revealed that in certain areas of the organisation there are adequate arrangements in the case of an emergency. However, the process of drawing up the plan has also revealed significant gaps in relation to business continuity, such as alternative accommodation in the event of extensive damage or inability to access one of the Council's buildings.
- 3.12 Business continuity management and the production of a plan for an organisation as complex as the Council takes a considerable amount of time and effort. An initial draft has been prepared, but it is an evolving

document and this process of may never be genuinely regarded as completed. The business continuity plan for the Council will need to be supplemented by departmental service recovery plans. Furthermore, there are some emergencies that will require specific plans including one that guides the organisation during a period of an epidemic.

- 3.13 The success of the business continuity management lies in establishing effective relationships with other organisations including other local council's. The business continuity plan provides an important first stage in having a robust response to organisation disruption. However, this has to be followed by further actions such as described in 3.12 above.

4. FINANCIAL IMPLICATIONS

- 4.1 In the case of most disruptions there will be no or extremely limited financial implications. However, if the disruption amounts to a 'quiet catastrophe' or a more extensive emergency there may be substantial financial implications.
- 4.2 It may be necessary to hire alternative accommodation, rent a portacabin, or acquire equipment or materials.
- 4.3 In many cases the Council's insurance will cover many of the circumstances surrounding a disruption, but there may be costs incurred that are not included in the Council's insurance policies.
- 4.4 It is difficult to project in advance the financial implications associated with disruption as this will depend on the nature and scale of the disruption.

5. LEGAL IMPLICATIONS

- 5.1 The Civil Contingencies Act requires Category 1 responders, of which district councils form part, to maintain plans to ensure that they can continue to exercise their functions in the event of an emergency so far as is reasonably practicable.
- 5.2 The BCM duty in the Act relates to all the functions of a Category 1 responder, not just its civil protection functions. Hence the legislation requires Category 1 responders to maintain plans to deal with emergencies and put in place arrangements to warn and inform the public in the event of an emergency. But, it also requires them to make provision for ensuring that their ordinary functions can be continued to the extent required. The Regulations also require Category 1 responders to put in place a training programme for those directly involved in the execution of the BCP should it be invoked.

6. COUNCIL OBJECTIVES

- 6.1 Business continuity management contributes to customer service and maintaining performance as well as assisting in further the sense of community.

7. RISK MANAGEMENT

- 7.1 In the absence of a business continuity plan, the impact of an emergency could be severe, adversely affecting day to day functions. Business continuity has to be linked to corporate risk register and ensure actions are in place to limit the likelihood of disruptions and formulating responses to disruptions that are outside of the Council's control.
- 7.2 There are risks to reputation as well as operations from not having adequate business continuity in place. The business impact assessment has identified those areas of the organisation that are mission critical and have the lowest level of tolerance.
- 7.3 The provision of IT is essential to the effective provision of services and the Council's work. Similarly, if refuse is not collected it can effect public health and wider community well-being.
- 7.4 The business continuity ensures the Council considers the risks to mission critical services and has in place arrangements to maintain these services in the context of disruption.

8. CUSTOMER IMPLICATIONS

- 8.1 Customers will expect continuity of service even in quite challenging circumstances. They will expect the Council to be able to maintain its work and provide its services. The business impact assessment has had as one its main drivers the impact a disruption will have in providing critical services to customers.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

- 9.1 There are no direct implications for equalities and diversity. However, a significant disruption may affect vulnerable people especially those who depend on benefits. A major disruption can affect their income and homes.

10. VALUE FOR MONEY IMPLICATIONS

- 10.1 Business continuity assists in identifying risks in advance. This will lead to the Council allocating its resources and taking actions that may result in their more effective and efficient deployment. For example, through acquiring fire proof storage this may reduce the council's needs to expand resources in acquiring documentation that can be stored safely.

Expenditure on back up for IT may reduce the need for temporary relocation or acquiring new equipment.

11. OTHER IMPLICATIONS

Procurement Issues – May affect procurement if additional equipment or resources are required in the case of loss through fire or other incidents.
Personnel Implications – According to the scale of the disruption personnel issues may be a significant consideration for example payroll and managing staff absence and staff deployment.
Governance/Performance Management – A prolonged disruption could effect performance
Community Safety including Section 17 of Crime and Disorder Act 1998 – None in the short term
Policy – Business Continuity Management is an important aspect of Council activities.
Environmental – None directly

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	No

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13. WARDS AFFECTED

All Wards

14. APPENDICES

Appendix 1 Initial draft of business continuity plan

15. BACKGROUND PAPERS

Background papers included Business Continuity Institute Good Practice Guidelines; West Mercia Local Resilience Forum leaflet on Business Continuity; Cabinet Office Guidance on Business Continuity and Civil Contingencies.

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BROMSGROVE DISTRICT COUNCIL – BUSINESS CONTINUITY PLAN – 1ST Draft

JANUARY 2009

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SAMPLE LOG SHEET

INTRODUCTION

The purpose of the Business Continuity Plan (BCP) is to enable Bromsgrove District Council to respond in a coordinated and effective manner following an incident which affects ability to deliver a service.

The BCP sets down procedures and allocates duties to officers so that in the event of a serious disruption affecting the Council's ability to deliver its critical functions, the Council will be in a position to fulfil those functions to the best of its ability.

The BCP is a reference document which informs officers, Members and the community of how we expect services to be restored following an incident.

Kevin Dicks
Chief Executive

SECTION A - AUDIENCE AND DISTRIBUTION

The BCP is intended for members of the Emergency Planning Management Team (EMPT) and members of the Corporate Risk Group and other staff involved with emergency planning who have a role in ensuring that the Council's essential services remain operational.

Recipients of the BCP are asked:

- promptly confirm receipt of it;
- read and use it in conjunction with the Council's Emergency Plan
- share with other colleagues as deemed necessary
- promptly send any amendments to the Emergency Planning Officer – Executive Director – Partnerships and Projects.

SECTION B - REVIEW PROCESS

The BCP will be reviewed annually in July and revised in the light of any changes that might affect the Plan.

Heads of Service are responsible for reviewing and updating their individual service recovery plans as changes and developments take place in their service area and should inform the Emergency Planning Officer.

SECTION C - DEFINITION OF AN EMERGENCY EVENT

For the purpose of the BCP the definition of an emergency event is:

any significant threat or incident which threatens personnel, buildings or the operational structure of Bromsgrove District Council which requires special measures to be taken to restore functions back to normal.

SECTION D - ACTIVATING THE BCP

The BCP could be activated (in conjunction with the Council's Emergency Plan) by the declaration of a civil emergency by either the Chief Executive or by the Emergency Plan Duty Officer following information received by one of the following agencies:

- West Mercia Constabulary
- Herefordshire and Worcestershire Fire and Rescue Service
- other District Councils
- County Council (Emergency Planning Unit)
- Environment Agency, a NHS Trust, Meteorological Office or privatised utilities.

Following activation a decision will be made regarding which of the Council's office accommodation will be used during the emergency (as set out in the Asset Support service recovery plan).

In the event of an out of hours emergency, the duty Emergency Plan Personnel Services will inform selected employees of the situation.

Information will also be posted on the Council's website and notices posted on the relevant notice-boards/doors to Council buildings. The Communications Team will be responsible as set out in their service recovery plan.

To ensure a co-ordinated response the Emergency Plan Management Team comprising the Chief Executive and Heads of Service will be established at the earliest opportunity. EMPT will:

- as and when necessary instruct the Lead Officers of the three Recovery Teams to convene their groups and instigate their respective areas of activity, subject to the impact of the incident.
 - Co-ordinating Team - **Appendix 1**
 - Damage Assessment and Building Control Team - **Appendix 2**
 - IT Recovery Team - **Appendix 3**

SECTION E - INITIAL CHECKLIST AND RECOVERY LOG

To assist the Chief Executive or nominated Officer

	Date/Time	Task	Action Taken
1.		What facts are known so far	
2.		Which buildings/services are affected and extent of damage/likely duration	
3.		Who has responded, do I need to activate EPMT or is this local to an individual service area	
4.		Where is the most suitable location to convene EPMT	
5.		If I activate the whole cascade someone must monitor progress and record - who is available	
6.		Do I have a log keeper	
7.		Assess whether recovery will meet prioritised objectives. Do I need additional resources to meet recovery timescale	
8.		How can I best utilise my team - am I aware of the skills available and those I am short of	
9.		What info. has the CSC been instructed to give out	
10.		Establish length of disruption - short, medium or long-term	
11.		Brief Communications Officer	
12.		Authorisation for potential actions - expenditure, etc.	
	Date/Time	Task	Action Taken
13.		Is the problem isolated or is a greater geographical area affected	

14. Need to contact Emergency Services or commercial organisations?
15. Need to utilise Operational Services/(van)
16. Determine whether 24 hour and weekend rostering is necessary
17. Arrange regular briefings for service area managers to ensure their employee are briefed
18. Consider welfare of employee - breaks, etc.
19. Is photographic evidence relating to damage or injury required
20. Do any service areas require specialist salvage of documents, etc.

- Strategic Housing
- Revenues and Benefits
- Property
- Procurement
- Planning
- Personnel
- Parks/Cemeteries/Crem
- Operational Services
- Legal
- Information Technology
- Financial Services
- Environmental Health
- Electorat Registration
- Customer Service Centre
- Communications
- Car Parking
- Business Support
- Building Control
- Audit

RECOVERY LOG

Normal bu available Y/N
Current locat
Current mobile no.
% of emp available tod
Employee working home
Are all emp contactable/ informed Y/N
Access to systems Y/N
IT shortfalls/nee
Electricity available Y/N
Gas availabl
Water supply

Critical functions delivered Y/ %
Outstanding needs/issues
Costs to date

|

SECTION F - Arising from assessment the incident will be classified at one of the three levels:

Level 1 - single service affected.

Level 2 - partial loss of the Council's Offices in Burcot Lane (several service areas affected).

Level 3 - complete or substantial loss of the Council Offices (including IT) and the Council's Depot .

The action required will vary according to the circumstances of the emergency but it is envisaged that all or most of the following steps would need to be taken within the proposed time scale:

Stage 1 - immediately and within 24 hours of the emergency

Stage 2 - within 4 - 7 days

Stage 3 - from 7 days onwards

Wherever possible, implementation of the BCP will be directed from the Training Room at the Council Offices in Burcot Lane. However should an incident at level 2 or 3 occur access to the Council Offices could be limited. Therefore, business recovery procedures will be instigated by taking over other existing Council premises (set out in the Business Support service recovery plan). Provision of IT and telecommunications in this respect, is attached to the IT service recovery plan.

Level 1 Incident - single service affected:

It is probable that only a small area of operation, workstation equipment and records will be affected and it is unlikely to have any serious disruption to services or displace employees over an extended period. It is probable that, following the initial assessment by the Emergency Plan Management Team, responsibility for the management of the incident and the necessary recovery measures will be passed to the relevant Head of Service.

Resources should be split appropriately between recovery management and continuity of business and service. Service Managers must establish, as soon as possible, the level of losses and/or damage and their effect on the service's operations. This list is not exhaustive but the following questions should be considered in line with the service recovery plan:

- which aspects of the service are affected;
- who are the key employee in these areas and what are their responsibilities in respect of business recovery;
- which employees need to be contacted and what are their contact details (telephone numbers);
- how many workstations are affected and what are the number of workstations required to maintain critical functions;
- how many employee are displaced;
- can operations be continued from the same workstations and offices;
- what is the minimum time that can be tolerated without these services
- are there alternative accommodation needs;
- what are the effects on service delivery;

- what equipment is lost or damaged;
- what are the essential IT requirements;
- who are the key external contacts;

Level 2 Incident - partial loss of operations at the Council Offices (several services affected):

This second level could represent substantial building damage resulting in several areas unfit for occupation, together with substantial loss of equipment and records affecting a number of services and operational provisions. It has been assumed that total redeployment within the remaining property would not be feasible but that some recovery of equipment and records could be possible.

Under such circumstances, the Emergency Plan Management Team would meet and take immediate steps to address the questions posed at Level One incident and to:

- relocate employee to appropriate alternative accommodation;
- ensure IT and communication systems are in place;
- ensure that all other resources required are available;
- identify the services with lowest level of tolerance that are a recovery priority;
- ensure that full information relating to the event and the recovery arrangements implemented is made available wherever necessary.

Level 3 Incident - complete or substantial loss of operations at the Council Offices and Depot:

This third level may be rare and would be identified by total loss of buildings, equipment and records or a significant number of staff together with an expectation that the recovery period would be a prolonged one.

In such circumstances and under the direction of the Chief Executive the Emergency Plan Management Team would meet (membership of this is detailed in the Emergency Plan Guidelines) possibly at an agreed alternative location, to assess the situation and to take such steps as are necessary to maintain and restore the overall level of service or ensure services with the lowest level of tolerance are priorities for recovery.

SECTION G – STAGED ACTIONS

Stage 1 - Action to be taken immediately and within 24 hours of an incident:

Convene a meeting of the EPMT to agree to implement the BCP following assessment of the impact of the incident.

Commence logged record of events to facilitate structured management of the disaster, legal enquiries, insurance claims, detail of expenditure and subsequent review of effectiveness of the BCP. (See sample log).

Under EPMT's direction if and when necessary, Lead Officers of the three Recovery Teams (Co-ordinating Team, Damage Assessment and Building Control Team and IT Team - **Appendices 1, 2 and 3**) will convene their groups and instigate their respective areas of activity subject to the impact of the incident.

Heads of Service to contact and assemble the required key employee, (names and telephone numbers are located within service recovery plans), brief them of the incident and the impact on their service.

The Communications Team will act as the focus for receipt and transmission of information so that Council employee and the public will be aware of what services are available and will advise all other employee of situation and of action required of them at that stage.

Communications Team will issue media statement informing public of situation and Services affected.

Introduce emergency financial expenditure provisions as required.

The building manager in conjunction with the Head of Customer Service and E-Government will establish alternative employee accommodation and work with Head of Finance to contact and liaise with Insurers, Loss Adjusters and Emergency Services as required.

If necessary establish emergency office(s) for dealing with public.

The Head of Customer Service and E-Government will co-ordinate and create procedures to implement emergency IT arrangements.

Inform the Leader of the Council, Leaders of Opposition Groups and Members of the Cabinet of any civil emergency for them to sanction the necessary action, authorise expenditure, and to subsequently keep the Leaders/Members informed of further developments.

Contact and liaise with Insurers, Loss Adjusters and Emergency Services as required.

APPENDIX 1 - CO-ORDINATING TEAM

Business Continuity Co-ordinating Team

Chief Executive	Kevin Dicks
Executive Director – Partnerships and Projects	Phil Street
Head of Financial Services	Jayne Pickering
Assistant Chief Executive Officer	Hugh Bennett
Communications & Customer First Manager	Anne-Marie Darroch
Head of Legal, Equalities and Democratic Services	Claire Felton
Buildings and Asset Manager	Peter Redfern
Head of Customer Services and E-Government	Deb Poole
Head of HR and Organisational Development	Jo Pitman
Head of Planning and Environment	Dave Hammond
Head and Deputy of Street Scene and Community	Mike Bell and John Godwin
Building Control Manager	Adrian Wyre
Customer Service Manager	Roger Horton
Environmental Health Manager	David Mellors

1. TERMS OF REFERENCE FOR CO-ORDINATING TEAM

The main aims and terms of reference of the Co-ordinating Team are as follows:-

- Provision of support and advice to senior management, the other Business; Recovery Teams, Service area managers as appropriate;
- Management of transport requirements.

2. PRIORITIES IN THE EVENT OF AN EMERGENCY

1. The need to identify and secure alternative location(s) for carrying on the Council's work, or the work of the service area(s) affected by an emergency.
2. Prioritising functions ensuring those with the lowest tolerance are given priority for recovery. Advice will be provided as appropriate in prioritising services in the event of a major disruption, so as to ensure that the most vital services are relocated/restored in advance of the less critical services. They will also help to determine optimum use of alternative accommodation for sections or service areas affected by the emergency.
3. The salvaging and transportation to new locations of equipment and materials to enable the work to be continued:
4. Listing alternative locations, either already under the Council's control or outside it, together with an assessment of their capacity, potential and facilities (e.g. telephones, photocopiers, fax, parking, accessibility, IT links). Premises have been identified as potential alternative sites.

N.B. The choice of site(s) selected for use as alternative(s) would be dependent upon the nature and extent of the emergency. In the event of major or complete disabling of the Council Offices and / or Depot , pre-determined alternative Bromsgrove offices will become the centre of senior management operations if they have suitable facilities and are easily accessible.

NOTE = NEED TO DO WORK ON IDENTIFICATION OF ALTERNATIVE LOCATIONS FOR ACCOMMODATION

5. Ensure appropriate communication with employee and the sourcing of labour to meet service delivery requirements.

3. SPECIFIC SUPPORT ROLES OF CO-ORDINATION TEAM MEMBERS

Assistant Chief Executive Officer and Communications Officer –

Information - Receipt, collation and provision of information will be vital. The Communications Team will act as the focus for the receipt and transmission of 'common' information so that Council employee and the general public will be aware of what services are available, where they are being provided or administered from and of any emergency telephone numbers or help lines. The Communications Team will use the Customer Service Centre to also communicate this 'common' information. The Communications Team will deal with the media (see confidential Appendix 2 template) which should also be used to communicate information to employees who will obviously be very interested in how the emergency arose and what steps are being taken to deal with it. The Communications Team section will utilise alternative phone, fax, computer (with e-mail), internet and photocopying facilities for their use. There is already a County-wide Communications Plan in place for use in the event of a major incident or disaster. The Communications Team are familiar with this Plan and retain a hard copy for everyday reference. The Plan is maintained by the Emergency Planning Unit at Worcestershire County Council.

Head of Human Resources and Organisational Development –

Personnel Matters - HR will ensure the availability of up to date data on employees. This information includes the telephone number, address and details of the next of kin. Employees have a requirement to provide HR with this information on commencement of their employment with the Council. The information is stored electronically. The electronic system is backed up by the I.T. Section on a regular basis. Establishment details are also accessible in the Payroll Section and also by designated Managers within the Council. HR also provide welfare and support services for all employees as appropriate including continuity of salary payments.

Head of Legal and Democratic Services –

Legal Services - Advice as necessary on liability issues and any legal implications arising out of the implementation of all stages of the recovery procedure. These issues will include putting in place all necessary agreements and contractual arrangements relating to the use of premises and the drafting and completion of contracts for the supply of goods and services.

Emergency Supplies - The Procurement Services Manager will be able to identify alternatives to the usual sources of supply in case of excess demand etc. and maintains a list of suppliers of food, furniture, caretaking, personal hygiene and medical supplies, water coolers and stationery, etc.

Business Support - Business Support and Procurement Services are central. They have a pivotal coordinating role covering telephony, postal services, security issues including isolating areas, procuring appropriate equipment and employee to protect the site, coordinating the movement of materials and equipment, word processing and printing services and arranging the procurement and hire of essential supplies and services.

Head of Financial Services –

Insurance - the Insurance & Investments Officer will keep the Council's Insurers fully informed of the nature and extent of the emergency and any damage sustained. He will, as and when necessary, call in loss adjusters and reclamation firms as advised by Insurers who will also advise on liability issues.

Insurer : Zurich Municipal, (Local Office) - Zurich House, PO Box 351, 126 Hagley Road, Edgbaston, Birmingham, B16 6BQ

Finance – Provision of financial support including as necessary. In particular, the Head of Financial Services will ensure that funds are readily available to meet immediate needs such as payment for the purchase or hire of emergency equipment or other materials at short notice. Pre-printed and pre-signed cheques are currently available from Finance.

Head of Street Scene and Community –

Transport - the Head of Street Scene and Community should co-ordinate and work with the Assets and Buildings Manager and Head of E-Government as necessary:

- the assessment of needs to meet the particular circumstances of an emergency (e.g. vans/lorries to remove desks and general office equipment to alternative locations);
- identification of transport resources from the Council's own resources;
- likely sources and costs of hiring in alternatives.

Head of Customer Service and E-Government –

Central Telephone System & Switchboard - The support contract for our central telephone system Cisco is with NextiraOne. We have a four hour call out time for responses to faults/problems on the system. NextiraOne covers system monitoring, fault recording and service provision.

NextiraOne

Emergency Public Service Telephone Network (PSTN) facilities

The main telephone service relies on mains power. A UPS in each cabinet keeps the phones working for a short period of time following loss of power and the phones in ICT are connected to the generator. The main switchboard, if disabled or unserviceable has emergency drop-back extension lines, which revert to BT-type use when phone system fails (standard call out, call in as direct telephone lines).

NOTE = CHECK PARAGRAPH

Mobile Telephones - The Council is able to procure mobile phones either replacements or new connections within 24 hours. These can be used as an emergency phone with the relevant diverts set up therefore allowing the public to contact officers using the standard numbers.

Cabinet Office sponsored Contingency Telecommunication Provision

The CTP network is designed to connect Central and Local Government, Police, Fire, Military and other connected services, e.g. water companies, the Environment Agency and BT Emergency Centres. This being re-evaluated and replaces the old Emergency Communications Network (ECN) in 2006. Currently there is a Migratory Solution (MS) in operation - a single satellite mobile telephone, held day-to-day by the Emergency Planning Officer.

NOTE = CHECK INFORMATION IN THIS SECTION OF RESPONSIBILITIES

APPENDIX 2 - DAMAGE ASSESSMENT AND BUILDING CONTROL RECOVERY TEAM

Team Members:

Asset and Building Manager	Peter Redfern
Building Control Manager	Adrian Wyre
IT Manager	Darren Webley
Health and Safety Adviser	Dawn Ibbotson
Building Supervisor	Steve Godwin

1. TERMS OF REFERENCE

The main aims and terms of reference of the Damage Assessment and Building Control Team are as follows:

- Provision of support and advice to the other Business Continuity Recovery Teams, HoS and other managers as appropriate.
- The management of the requirements relating to the building structure and mechanical and electrical services, including the initial response to the disaster, the subsequent repair and rebuilding works, together with the provision of both temporary re-locatable accommodation, and alternative accommodation in the longer term, as necessary.

2. PRIORITIES IN THE EVENT OF AN EMERGENCY

- Securing the site and building to prevent trespass, theft and damage due to the effects of the weather.
- Assessing the damage as soon as possible after the incident, to establish the extent of it and how long the Council (or part of) will be disrupted.
- Assessing the need for any temporary re-locatable accommodation and if required the provision of it.
- Assessing the need for any further temporary accommodation and if required the provision of it.
- Organising the repairs and rebuilding work.

3. SPECIFIC SUPPORT ROLES OF THE TEAM MEMBERS

- a. **Asset and Building Manager** - to be responsible for:
- leading and co-ordinating the work of the team;
 - reporting to the Emergency Plan Management Group on:
 - i. extent of damage and approximate length of time the Council (or part of) will be disrupted
 - ii. the cost of rebuilding, temporary works and repairs
 - iii. the progress of work being carried out by the team
 - notifying the other members of the team that there has been an incident.
 - prior investigation of temporary emergency accommodation for District Council services affected either from the internal council portfolio or external sources.
 - Establishment of appropriate lease etc for the duration of the emergency.
 - in connection with the mechanical and electrical services to be responsible for:
 - liaising with other members of the team, the Emergency Services, subcontractors and the utility companies;
 - isolating and making safe all services affected by the incident;
 - assessing the extent of the damage and approximately how long the Council (or part of) will be disrupted;
 - arranging for the provision of temporary re-locatable accommodation and temporary fixed accommodation if required;
 - ensuring that Building trades and labourers are available as necessary;
 - the co-ordination of Building trades and labourers at the site of the incident;
 - organising repairs, and the permanent reinstatement of services, including the preparation of drawings and specifications, invitation and acceptance of tenders and agreeing final accounts.
- b. **Building Supervisor** - in connection with the building structure (including fire and security alarms) to be responsible for:
- liaising with other members of the team, the Emergency Services, sub-contractors and consultants;
 - securing the site to prevent loss due to theft or the effects of the weather;
 - assessing the extent of the damage and approximately how long the Council (or part of) will be disrupted;
 - arranging for any temporary supplies required in connection with any temporary accommodation.
- c. **Building Control Manager** - to be responsible for:
- the provision of advice on structural matters, to ensure that at the end of the consolidation phase of the incident, the building is structurally stable and fit to be occupied.
- d. **Health and Safety Adviser** - to be responsible for:
- the provision of advice on health and safety matters generally;
 - ensuring that at the end of the consolidation phase of the incident, the building is safe for access and inspection by authorised personnel;
 - arranging for a report from the Emergency Services identifying the cause of the incident.

- e. **IT Manager** - to be responsible for:
- coordinating role covering telephony, postal services, security issues including isolating areas, procuring appropriate equipment and employee to protect the site, coordinating the movement of materials and equipment, word processing and printing services and arranging the procurement and hire of essential supplies and services.

4. OUTLINE DETAILS OF PLAN

Throughout the duration of the disaster until full re-occupation of the building is achieved, regular liaison with all interested parties will take place, with regular reports being given to the Emergency Plan Management Team.

At the end of each stage a full review of the previous stage will take place to identify any outstanding items requiring action and plan the action required during the next stage.

The response to the disaster has been split into three stages:

Stage 1 - initial response and consolidation - immediately and within 24 hours of the emergency

Stage 2 - recovery - within 4 - 7 days

Stage 3 - restoration and normality - from 7 days onwards

APPENDIX 3 - IT RECOVERY TEAM

Team Members:

IT Manager (Lead Officer)	Deb Poole
IT Manager	Darren Webley
IT Operations and Technical Manager	Neil Perrett

1. TERMS OF REFERENCE & KEY ROLES

In the event of a disaster, the Head of Customer Service and e-Government will co-ordinate procedures to create facilities for the Emergency Management Plan Team and the set-up and data recovery of all servers.

The Head of Customer Service and e-Government will be responsible for the infrastructure to include hardware and software provision to the Bromsgrove District Council alternative management site.

The Head of Customer Service and e-Government will be responsible for voice recovery.

IT disasters are more probable than an entire site disaster and problems may range from local server and workstations to an entire network failure. However, the IT provision is based on an entire site disaster and summary and detailed plans have been created.

Detail withheld for security reasons.

2. DISASTER RECOVERY SUMMARY

Recovery locations and setup

Bromsgrove District Council has two sites, one at Burcot Lane and the other at the Depot. These are the only two major sites available for use wholly owned by Bromsgrove District Council. Experience has shown that power failures (most common disaster) that affect one site don't affect the other.

Alternative is to use facilities at the County or a District to locate the equipment mention above.

Several of the more common scenarios with their associated plans and risks are as follows.

Disaster	Plan	Risk
Mains power failure of 40 minutes or less	UPS takes over and servers remain up	Likely but effect is minimal
Mains power failure of >40mins but <3days	Do nothing. Time to setup new offices would be about 3 days.	Medium and an outcome that can be accepted
Mains power failure >3 days	Relocated a few critical services to alternative location in another District or with County	Very low. Acceptable risk
Water failure	Man offices but allow staff to go elsewhere for drinks and toilets.	Medium without seriously affecting services
Server failure (repairable)	Repair under warranty	High but effect is minimal
Server failure (total loss)	Buy new as server out of warranty	Medium but the servers are low impact ones
Total disaster	Same plan as long power outage. Some backups are available	Extremely low risk

2.1.1 **Wiring:** Standard Cat5e cabling throughout buildings.

Wireless operation – in theory there should be no damage to the wireless boxes as the devices have no moving parts. However, thick smoke may the coverage of the wireless signal may be affected.

There are a number of wireless points around the Council House, the two key ones housed in the ICT suite and the Leisure offices. If these were destroyed by fire the whole of the wireless network would stop working. Should any of the other devices be affected the system would still function albeit with a reduced coverage.

As the two main devices are situated in close proximity, it is worth considering moving them further apart.

2.1.2 **Wide Area Network Links:** Two independent sites with fibre data links between them.

3 **Systems Reconstruction**

3.1.1 There is currently a DR site at Worcester. These would then be rebuilt at either the Council Offices in Burcot Lane or the Depot. If the whole centre was out-of-action then a request would be made to relocate to another District or the County Council.

3.1.2 Current proposal to move away from Worcester and locate to Redditch..

3.1.3 Data would be restored from backup tapes.

4 **Hardware Replacement**

4.1.1 If a server is in warranty then it is repaired. If a server is a low impact one it is allowed to go out of warranty. It is repaired or replaced as necessary.

3. CURRENT BACKUP POLICY

Service Managers should ensure that any locally held data needed for local service recovery is backed up to central IT servers, or make appropriate arrangements for local back up.

SECTION H - COMMUNICATIONS

CONTACTING ELECTED MEMBERS

In the event of a serious disruption the communications officer will be instructed by the Chief Executive to contact the Leader of Council and the relevant portfolio holders. This should be done within the shortest possible time. If a disruption has occurred within a particular area of the district the communications officer will contact the relevant ward councillors.

It is crucial that the elected members are informed of any incident and that the Leader will then arrange for the Cabinet members to be informed.

Elected members will be provided with a contact point for obtaining information on progress in addressing the disruption.

Bromsgrove Media Emergency contact details

BBC Hereford & Worcester

News Editor: Joe Baldwin Mob:

Assistant News Editor: Mark Hellings Mob:

Forward Planner: Sophie Marsh

All above available on: News desk Emergency no:

Main switchboard:

If not possible to contact BBC H&W, call BBC London failsafe no:

Email: bbchw@bbc.co.uk

Radio Wyvern

News Desk:

News Editor: Vicky Breakwell Mob:

Main switchboard:

Email: daniel.houlston@gcapmedia.com; vicky.breakwell@gcapmedia.com

Bromsgrove Advertiser
Contact details

Bromsgrove Standard
Contact details

Birmingham Evening Mail
Contact details

Birmingham Post
Contact details

SECTION I - INTRODUCTION TO MISSION CRITICAL SERVICES

Department	Planning and Environment	Document Date Document Owner	2009 Environmental Health Manager
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Background

The Department's task, throughout any period of emergency affecting the Council is to ensure:

- That delivery of the identified critical functions is delivered to an agreed standard
- All employees are aware of the contingency arrangements
- Satisfactory communications can be maintained both internally & externally
- Full business recovery can be effected over a planned timescale

In carrying out these functions, we must show full compliance with our Statutory obligations.

Key Personnel

- **Environmental Health Manager – David Mellors**
- **Principal EHO – Robin Goundry**
- **Principal EHO – Ian Keagle**

Contact details for these personnel are found in the Emergency Plan Activation file held on the shared drive and in hard copy in the Duty Officer 'grab bag' and with the Emergency Planning Officer and the Strategic Housing Manager.

Critical Functions

- 1 Drainage investigations and remedial enforcement action including sewers, septic tanks, etc.**
- 2 Outbreak investigations, quarantine, sampling, closure of premises, exclusion of persons**
- 3 Public Health investigations including clear outs, infection control, pest control**
- 4 Air pollution investigations and inspections**
- 5 Dealing with Food Hazard Warnings including removal of unfit/injurious foods from sale**
- 6 Food safety inspections and investigations**
- 7 Health & safety inspections and investigations**
- 8 Accident investigations including fatalities**
- 9 Land pollution investigations**

- 10 Contaminated land investigations**
- 11 Noise investigations**
- 12 Ensuring the safety of Private water supplies**
- 13 Enforcement of Smoke Free legislation**
- 14 Environmental Health Licensing**
- 15 Travellers'/encampments**
- 16 Consultations on behalf of Planning and Licensing functions**

Activation of this plan

In the event of an emergency situation arising, initial contact with the Environmental Health Division should be made via the Environmental Health Manager.

In their absence, contact should be made with the Principal EHO.

Contact details for these personnel can be found in the Emergency Plan Activation file held on the shared drive and in hard copy in the Duty Officer 'grab bag' and with the Emergency Planning Officer and the Strategic Housing Manager.

Actions

The person initially contacted must:

IMMEDIATELY

- Obtain all relevant details about the incident.
- Note any specific instructions given.
- Note the contact number to be used for communicating with the Corporate Management Team.
- Contact all remaining section employees and brief them as appropriate to the situation.

AFTER 1 HOUR

- Notify the Emergency Planning Duty Officer (i.e. who have been able to contact).

Relocation/Redeployment

The Environmental Health Section Bromsgrove District Council's IT system and the Uniform software systems. If not available at the Council Offices the system can be accessed from the homes of the Environmental Health Manager and Principal EHOs, as all software systems can be accessed via citrix, which is available with internet access.

Resource requirements

The following resources are the minimum required, to ensure the Environmental Health Division is able to deliver its Critical Functions from an alternative location:

Critical Function Contingency and Continuity Arrangements

Software (non – standard)		Location		
Noise monitoring software		EH Unit		
Contaminated Land spreadsheets		EH Unit		
Hardware (non – standard)		Location		
Noise monitoring equipment		EH Unit		
Digital Cameras		EH Unit		
Secure chilled storage		EH Unit		
Food Thermometers		EH Unit		
Protective clothing		EH Unit		
Documents, Forms etc		Location		
Legal documents, codes of practice, procedures, policies, Hard Copy Files		IT Server/ Hard copies EH Unit		
Critical Facilities/Resources required				Contingencies/Comments
HUMAN RESOURCES				
	1 Day	1 Week	1 Month	
Number of Staff	2	4	12	
Key skills required (Please describe)	Customer communications Basic record keeping Urgent public health investigations	Customer communications Electronic record keeping Urgent public health investigations Basic Licensing functions Pest Control (via contractor) Flood alleviation Land drainage	Full Service	
Number of desks /chairs	1	4	12	

Functions that can be undertaken by contract staff	0	0	0
Number of contract staff required	0	0	0
Staff working from home	1	2	0
Other			
<p>Details of various contingency and continuity arrangements, relevant to each of the Section's Critical Functions, are contained in the attached annexes, as detailed below:</p> <p>Appendix 1 - Service Recovery Plan Appendix 2 - Employee's contact numbers – everyone's Appendix 3 - Supplier contact details – everyone's</p>			
Functions put on hold			
<p>During events that cause a significant disruption to normal services, a number of routine tasks will be put on hold until appropriate resources are available to enable reinstatement. A decision on which particular tasks will be suspended will be taken by the Environmental Health Manager and will be dependent on the nature and scale of the Emergency and the EH resources required to deal with the situation. Examples of the tasks that may be suspended are :</p> <ul style="list-style-type: none"> • Programmed Risk Inspections • Projects, initiatives and exercises (such as meetings, seminars, enforcement exercises which the EH manager deems not to be of an urgent nature. • Issue of licences. • Investigation of non-urgent complaints (i.e. complaints which do not warrant action outside of normal office hours) • Non-statutory activities. • Attendance on Training Courses 			
Communications			
An Environmental Health Emergency Out of Hours Kit will be prepared.			

<p>Procedure to access the Council Offices to be established The EH Manager and Principal Officers will convey all communications from within the organisation to Env. Health Officers and other necessary employees. Liaise with Customer Service Centre to facilitate service requests/complaints.</p>
Employees & Domestic Welfare
<p>All matters relating to the health, safety and welfare of employees will be identified and, where possible, addressed by the Environmental Health Manager and Principal EHOs. Any issues that cannot be addressed by the EH Manager or Principal EHOs must be brought to the attention of EPMT</p>
Business Continuity Plan 'Go Kit'
<p>The following items will be kept in the EH Out of Hours Emergency Kit.</p> <ul style="list-style-type: none">• EH Emergency Mobile Phone containing all EH personnel contact numbers• Division's Service Recovery Plans (Appendix 1)• Employee's contact details (Appendix 2)• Critical Supplier contact details (Appendix 3)• Stationery i.e. pens/paper• Local Conditions of Service• Empty Memory Stick

Bromsgrove District Council – Business Continuity Plan

SERVICE RECOVERY PLAN

Prepared by: David Mellors

Mission Critical within 24 hours

Date:

	Risk of loss	<ul style="list-style-type: none"> What options available to replace functional service 	Identify potential providers or solutions	Identify key contacts	What procurement arrangements are in place (or actions to put in place)
1	<u>Loss of building</u> Structural failure Fire/arson Vandalism Explosion Flood Storm damage/severe weather Terrorism Denial of access/inaccessible - Legionella, asbestos, crime scene, gas leak, bomb alert or contamination	<ul style="list-style-type: none"> Potential for EH Management to manage workload from home with peripatetic EH staff. EH Manager and Principal EHOs have access to the Council's system from home where they can access employee contact details and Business Continuity Plan documents. A paper copy of a full list of employees contact details is held by Environmental Health Manager. Other members of Environmental Health team available if required. 	IT need to ensure system access available from home of EH Management if alternative Council locations are unavailable. Emergency Plan Duty Officer	Environmental Health Manager/Principal EHO's Emergency Plan Duty Officer	Need to ensure that Principal EHO is provided with home access.
2	<u>Loss of employees</u> 'Flu Pandemic Industrial disputes Strike action Lottery win Transport problems Severe weather Epidemics Fuel Shortage Sickness. Lack of skills/knowledge and/or	<ul style="list-style-type: none"> Postponement of non-essential activities as determined by EH Manager. Non-essential activities to be assessed against nature and scale of circumstances. Flexible hours/home working. 	As above	Environmental Health Manager/Principal EHO's	<ul style="list-style-type: none"> Consider flu jobs New Principal Officer to have home/mobile access to IT systems. Amend contracts of employment/job descriptions to allow for homeworking and call out if required for mission critical team. Improve training and multi-skills

	Risk of loss	<ul style="list-style-type: none"> • What options available to replace functional service 	Identify potential providers or solutions	Identify key contacts	What procurement arrangements are in place (or actions to put in place)
	individual employees having sole knowledge/skill.	<ul style="list-style-type: none"> • Continuity Plan documents. • Other members of Environmental Health Division available if required. 			training – succession planning
3	<u>ICT / Comms:</u> Failure of employees to update systems	<ul style="list-style-type: none"> • A paper copy of a full list of employees contact details is held by Environmental Health Manager. • Hard copy of service requests, complaints, events to be kept by Environmental Health Officers and at Customer service Centre pending system recovery. • National Fuel Plan • National Telecom Resilience Programme • Mobile telephone, supply of suitable emergency accommodation, files, computers, access to Computerised Personnel Information Systems and BCP documents. 	As above	As above	Arrange for service request templates to be designed and kept in Emergency Call out bag. List of critical documents (Emergency Plans) to be retained at the Council Offices.. Ensure access to Council Offices available out of hours e.g. caretaker's tel no or relevant contact details.
4	<u>Electricity/Gas/Water:</u> Temporary Loss Long Term Loss	<ul style="list-style-type: none"> • Electricity – Generator • Move to a serviced location or homeworking. • Bottled water & Portaloos • Alternative heating arrangements. 	As above	As above	

	Risk of loss	<ul style="list-style-type: none"> • What options available to replace functional service 	Identify potential providers or solutions	Identify key contacts	What procurement arrangements are in place (or actions to put in place)
5	<u>Lack of Fuel</u>	<ul style="list-style-type: none"> • Homeworking. • Car Sharing/Walking/Cycling 	As above	As above	N/A
6	<u>Loss of land, sea, air transport for up to one month</u>	<ul style="list-style-type: none"> • Homeworking. • Car Sharing/Walking/Cycling 	As above	As above	N/A
7	Others				

Appendix 2

Service Area	Contact	Office Tel.	Mobile	Out of hours
Licensing Officer	Sharon Smith			
Senior H & S Officer	Dawn Ibbitson			
Food Safety Officer	Ian Keagle			
Env. Health Manager	David Mellors			
Pollution Officer	Robin Goundry			
EH Emergency Call Out				
EH Emergency Contact Provider				

Appx 3
CRITICAL SUPPLIERS LIST
ENVIRONMENTAL HEALTH

Name, address, tel. no. of supplier	What supplied	Name, address, tel. no. of alternative supplier
IT Section Council Offices Burcot Lane Bromsgrove B60 1AA	Telephones, computer software, hardware	None
	Personal Protective Equipment	
	Legionella Sampling	
	Microbiological Analysis	
	Faecal Analysis	
	Chemical/Food Analysis	
	Pest Control Services	
	Dog Warden	
	Calibration of Sound Equipment	
	Calibration and Maintenance of Air Quality Monitoring Equipment	
	Asbestos Sampling	
	Ocella EHS System	
	Courier Service	
	Transcription services	
	Translation and Interpretation Services	

Department	IT	Document Date	January 2009
		Document Owner	Deb Poole

Background

The Department's task, throughout any period of emergency affecting the Council is to ensure:

- Delivery of IT support and services
- Prioritisation of immediate IT support and services is by agreement with Service areas
- All staff are aware of the contingency arrangements
- Satisfactory communications can be maintained
- Business recovery is achieved over a planned timescale.
-

In carrying out these functions, we must show full compliance with our Statutory obligations.

Key Personnel – identify

- **Head of Service – Deb Poole**
- **ICT Manager – Darren Webley**
- **Principal GIS Officer – John Knott**
- **Principal ICT Officer – Neil Perrett**
- **ICT Officer – Jonathan Marshall**
- **ICT Officer – James Earp**
- **ICT Officer – Leon Hall**
- **ICT Officer – Suffein Hussein**
- **CSC Manager – Roger Horton**
- **CSC Asst. Manager – Val Jarvis**

Contact details for these personnel are contained in Appendix 2.

Critical Functions

The Council has identified critical function which, if not delivered by this department, would cause disruption to operational service levels, compromising its ability to respond to its customers.

1. Ensure continuity of telephony systems

2. Provide an Email Service Internally and Externally Including Blackberries
3. Provide users with their relevant business applications.
4. Provide the business applications with network and internet connectivity
5. Monitor/Block Emails for Spam and Viruses
6. Provide the business applications with backups
7. Negotiate with vendors and external helpdesks to fix problems

Critical Facilities/Resources required				Contingencies/Comments
HUMAN RESOURCES				
	1 Day	1 Week	1 Month	
Number of Staff	1+1	2+1	2+2	
Key skills required (Please describe)	Helpdesk + infrastructure	Helpdesk + infrastructure	Helpdesk + infrastructure	
Number of desks /chairs	2	3	4	
Functions that can be undertaken by contract staff	Delivering kit Asset Management	Delivering kit Asset Management	Delivering kit Asset Management	Only menial tasks could really be done
Number of contract staff required	0	0	0	
Staff working from home	Could be both prefer 1 on site	1 helpdesk	1 helpdesk 1 infrastructure	Could have all working from home unless it's a physical fault.
Other				

Activation of this plan

In the event of an emergency situation arising, initial contact with the Head of Service – E-Government and Customer Services

In their absence, contact should be made with their alternate, the **Operations and Technical Manager** or **Development Manager**

Contact details for these personnel are contained in Appendix 2.

Actions

The person initially contacted must:

IMMEDIATELY

- Obtain all relevant details about the incident
- Note any specific instructions given
- Note the contact number to be used for communicating with the Corporate Management Team.
- Contact any further IT staff and brief them as appropriate to the situation.
- Collect Business Continuity Plan Go Kit etc.

AFTER 1 HOUR

- Notify the CMT of the department's call-out status.

Relocation/Redeployment

IT systems are located in the Council Offices in Burcot Lane. There are currently no alternatives for relocating the IT hardware. Remote access to IT systems is available in the Depot and Customer Service Centre.

Resource requirements

Critical Facilities/Resources required			Contingencies/Comments	
IT & COMMUNICATIONS				
	1 Day	1 Week	1 Month	
PC`s	2	2	2	
Printers	0	0	0	
Network Connections PC`s	1	1	1	
Network Connections Printers	0	0	0	
Software/applications Network based	All	All	All	

Software/applications PC based	All	All	All	
Telephones	2	2	2	
Mobile Phones	0	0	0	
Radios (2way)	0	0	0	
Fax machines	0	0	0	
Photocopiers	0	0	0	
Stationery (Please specify)	0	0	0	
Power Sockets	4	4	4	
Other equipment or facilities (Please describe)				

Critical Function Contingency and Continuity Arrangements
<p>Details of various contingency and continuity arrangements, relevant to each of the Department's Critical Functions, are contained in the attached annexes, as detailed below:</p> <p>Appendix 1 - Service Recovery Plans Appendix 2 - Staff contact numbers IT Business Continuity Manual - Supplier contact details</p>
Functions put on hold
<p>During events that cause a significant disruption to normal services, the following tasks will be put on hold until appropriate resources are available to enable reinstatement:</p> <ul style="list-style-type: none"> • Dependant on emergency Recording and monitoring requests for information received centrally, obtaining the information from appropriate officers and responding to the request within the timescales set by legislation (20 working days for FOI, 40 calendar days for DPA) • Renewing annual notification to Information Commissioner

Communications
<p>Requests for information from any external sources will be directed to the CMT.</p> <p>The Manager or deputy will convey all communications from within the organisation to the department's staff.</p>
Staff & Domestic Welfare
<p>All matters relating to the health, safety and welfare of staff will be identified and, where possible, addressed by the Departmental Manager or deputy.</p> <p>Any issues that cannot be addressed by the Manager or deputy must be brought to the attention of the CMT.</p>
Business Continuity Plan 'Go Kit'
<p>The following items will be kept in the Emergency Planning Room (Training Room)</p> <ul style="list-style-type: none">• Department's business continuity plans (Appendix 1)• Staff contact details (Appendix 2)• Supplier contact details (IT Business Continuity Plan))
Go Kit location
<p>Emergency Planning Room, Council Offices, Burcot Lane, Bromsgrove</p>

Bromsgrove District Council – BUSINESS CONTINUITY PLAN SERVICE RECOVERY PLAN – IT Services Prepared by: Darren Webley	Mission Critical within 24 hours Date: 2008
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	Risk of loss	What options available to replace functional service	Identify potential providers or solutions	Identify key contacts	What procurement arrangements are in place (or actions to put in place)
1.	Loss of building Structural failure Fire Vandalism Explosion Flood Weather damage Terrorism etc.	Rebuild systems from backups.	External companies provide services at any level. Cost is the prohibiting factor.		
2.	<u>Denial of access/inaccessible to offices</u> Legionella, asbestos, crime scene, gas leak, bomb alert or contamination etc.	Use other offices or work from home via remote access.			
3.	<u>Loss of staff</u> 'Flu Pandemic Industrial disputes Strike action Lottery win Transport problems Severe weather Epidemics Fuel Shortage	Impact on new work. Systems would continue to operate with little intervention.			
4.	Loss of external data links	Affected services needing to make alternative arrangements -	BT but lead time too long. Alternatives are not		

	Risk of loss	What options available to replace functional service	Identify potential providers or solutions	Identify key contacts	What procurement arrangements are in place (or actions to put in place)
		Car Parking, Housing, Planning, Revs & Bens, CSC.	economic.		
5.	Electricity/Gas/Water	Loss of electricity for less than 40 mins will cause no problem. Longer power outages will shut down systems. Gas or Water may close offices but would cause little disruption to business.	Not economic		Power outages have never been over a day and are not economic to protect against. There is UPS and generator to back up power loss at Burcot Lane.
6.	Loss of fibre optic link between	Systems would be unavailable from			
7.	Loss of single/multiple systems	IT will repair system. Use of virtual servers reduces downtime.			
8.	Loss of telephony	Mobile phones	Mobile phone providers		

Appendix 2

Service Area	Contact	Office	Mobile	Out of hours
IT	Deb Poole			
IT	Darren Webley			
IT	John Knott			
IT	Neil Perrett			
IT	Jonathan Marshall			
IT	James Earp			
IT	Leon Hall			
IT	Sufine Hussain			
CSC	Roger Horton			
CSC	Val Jarvis			

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Name, address, tel. no. of supplier	What supplied	Name, address, tel. no. of alternative supplier
	Internet	Demon
	Software	Microsoft
	HP & Nextiraone	Hardware
	Nextiraone & Cisco	Network
	Symantec & MIMESweeper	Security and Spam
	Cisco	Firewall
	Sospos	Virus Checker
	Veritas	Backup
	Openview	Storage mirror
	O2	Blackberry contract
	Selection Services	Heldesk

DOCUMENT 1 - INTRODUCTION TO YOUR OWN SERVICE AREA

Department	Human Resources and Organisational Development	Document Date Document Owner	May 2008 Head of Service
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Background

The Department's task, throughout any period of emergency affecting the Council is to ensure:

- That delivery of the identified critical functions is delivered to an agreed standard
- All employees are aware of the contingency arrangements
- Satisfactory communications can be maintained both internally & externally
- Full business recovery can be effected over a planned timescale

In carrying out these functions, we must show full compliance with our Statutory obligations.

Key Personnel

- **HR + OD Manager – Joanne Pitman**
- **HR Advisor - Sarah Graham**
- **HR Advisor – Mark Stanley**
- **HR Assistant – Nicola Wright**
- **Health & Safety Adviser – Dawn Ibbotson**

Contact details for these personnel are detailed below

Critical Functions

The Council has identified 3 critical functions which, if not delivered by this service within 24 hours, would cause disruption to operational service levels, compromising its ability to respond to its customers.

1. - Conditions of Service/Communication/Advice
2. - Safety Advice/Inspections
3. - Payroll



Activation of this plan

In the event of an emergency situation arising, initial contact with the Personnel Section should be made via the Head of Service HR and OD

In their absence, contact should be made with their alternative, the Personnel Officer marked *.

Contact details for these personnel are detailed below

Actions

The person initially contacted must:

IMMEDIATELY

- Obtain all relevant details about the incident.
- Note any specific instructions given.
- Note the contact number to be used for communicating with the Corporate Management Team.
- Contact all remaining section employees and brief them as appropriate to the situation.
- Collect Business Continuity Plan Go Kit etc.

AFTER 1 HOUR

- Notify the CMT of the section's call-out status (i.e. who have been able to contact).

Relocation/Redeployment

The Personnel Section uses Bromsgrove District Council's IT system. If not available at Burcot Lane the system can be accessed from the Depot and home.

The Head of Service, in liaison with CMT will determine which site will be used.

Resource requirements

The following resources are the minimum required, to ensure the Personnel Section is able to deliver its Critical Functions from an alternative

location:

- Head of Service, Senior Personnel Officer, Personnel Officers and Safety Adviser.
- 1 desk.
- 1 PC or laptop with access to all normal Bromsgrove District Council's I.T. systems.
- 1 Landline telephone / or mobile (the number of which needs to be promulgated in the plan).
- Business Continuity Go Kit.
- Access to Printer.
- Memory Stick
- Manual list of all employee's contact details

Critical Function Contingency and Continuity Arrangements

Details of various contingency and continuity arrangements, relevant to each of the Section's Critical Functions, are contained in the attached annexes, as detailed below:

Service Recovery Plans

Employee's contact numbers – everyone's

Supplier contact details – everyone's

Functions put on hold

During events that cause a significant disruption to normal services, the following tasks will be put on hold until appropriate resources are available to enable reinstatement:

- Recruitment and Selection processes
- Employee Relations/Discipline/Grievance
- General Admin
- Training
- Job Evaluation
- Non-essential Recruitment and Selection
- Non-essential HR advice

PLEASE LIST ANY FUNCTIONS THAT WOULD BE PUT ON HOLD AND WOULD HAVE TO BE PICKED UP AS SOON AS RESOURCES ENABLE.

Communications

One copy of Employee List offsite at ??? in a sealed in an envelope only to be opened in an emergency.

Requests for information from any external sources will be directed to the CMT.

The Manager, Senior Personnel Officer or Personnel Officers will convey all communications from within the organisation to the Section employees.

Employees & Domestic Welfare

All matters relating to the health, safety and welfare of employees will be identified and, where possible, addressed by the Personnel Manager, Senior Personnel Officer, Personnel Officers or Safety Adviser.

Any issues that cannot be addressed by the Manager, Senior Personnel Officer, Personnel Officers or Safety Adviser must be brought to the attention of the CMT.

Business Continuity Plan 'Go Kit'

The following items will be kept in the Personnel Section's 'Go Kit'.

- Section's Service Recovery Plans (Appendix 1)
- Employee's contact details (Appendix 2)
- Supplier contact details (Appendix 3)
- EAP Provider Numbers
- Mobile phone charger
- Stationery i.e. pens/paper
- Local Conditions of Service
- Log Book
- Empty Memory Stick
- Log Book
- Cash

Go Kit location

Offsite? Sports Centres? Sixways? Corporate Approach?

	Risk of loss	<ul style="list-style-type: none"> • What options available to replace functional service 	Identify potential providers or solutions	Identify key contacts	What procurement arrangements are in place (or actions to put in place)
		<ul style="list-style-type: none"> • Continuity Plan documents. • Improve training and multi-skills training – succession planning 			
3	<u>ICT / Comms:</u> Failure of employees to update systems	<ul style="list-style-type: none"> • A paper copy of a full list of employees contact details is held off site. • IT backups stored off-site (check in place) • Network resilience (check in place) • Mobile telephone, supply of suitable emergency accommodation, files, computers, access to Computerised Personnel Information Systems (HR Classic) and BCP documents. 	As above	As above	Arrange for list to be held at the Guildhall. Ensure access to OH and Guildhall available out of hours e.g. caretaker's tel no or relevant contact details.
4	<u>Electricity/Gas/Water:</u> Temporary Loss Long Term Loss	<ul style="list-style-type: none"> • Electricity – Generator • Move to a serviced location or homeworking. • Bottled water & Portaloo • Alternative heating arrangements. 	As above	As above	

	Risk of loss	• What options available to replace functional service	Identify potential providers or solutions	Identify key contacts	What procurement arrangements are in place (or actions to put in place)
5	<u>Lack of Fuel</u>	<ul style="list-style-type: none"> • Homeworking. • Car Sharing/Walking/Cycling 	As above	As above	Link up with County re hire of whiz go cars.
6	<u>Loss of land, sea, air transport for up to one month</u>	Not applicable			
7	Others				

Service Area	Contact	Office	Mobile	Out of hours
Head of HR + OD	Jo Pitman			
HR Assistant	Nicola Wright			
HR Advisor	Mark Stanley			
HR Advisor	Sarah Graham			
Out of hours				
"				

**CRITICAL SUPPLIERS LIST
PERSONNEL**

Name, address, tel. no. of supplier	What supplied	Name, address, tel. no. of alternative supplier
IT Section Bromsgrove Council Offices, Burcot Lane, Bromsgrove B60 1AA	Telephones, computer software, hardware	None
Occupational Health Services Worcestershire Royal Hospital Aconbury West Charles Hastings way Worcester WR5 1DD 01905 760694/3	Medical advice / evaluation	Worcestershire County Council? County Hall Spetchley Road Worcester WR5 2NP 01905 763763
Software for People The Maltings Bridge Street Hitchin SG5 2DE 01462 441902	Computerised Personnel Info System	None
Ethnic Access link 13B Lowesmoor Worcester WR1 2RS 01905 25121	Translation/Interpretation Services	'Thebigword' www.thebigword.com 0870 748 8044 Brasshouse Language Centre, Translation and Interpreting Services, 50 Sheepcote Street, Birmingham B16 8AJ 0121 303 1619

Department	Street Scene and Community	Document Date Document Owner	2008 Head of Service
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Background

The Department's task, throughout any period of emergency affecting the Council is to ensure:
In carrying out these functions, we must show full compliance with our Statutory obligations.

Key Personnel

- **Head of Street Scene and Community – Mike Bell**
- **Deputy Head of Service for Street Scene and Community – John Godwin**
- **Operations Manager – Kevin Hirons**
- **Senior Supervisor – Ian Roberts**
- **CCTV and Lifeline Manager – Rachel McAndrews.**
- **Supervisors – Trevor Lacey / Neil Reid**

Contact details for these personnel are detailed below

Critical Functions

The Council has identified 6 critical functions which, if not delivered by this service within 24 hours, would cause disruption to operational service levels, compromising its ability to respond to its customers.

- **To monitor CCTV cameras in District and Wyre Forest, react to incidents and information, and preserve footage for evidential purposes.**
- **To answer and respond to emergency Lifeline Calls. To ensure client data is kept up to date.**
- **To answer general calls from members of the public when Council Offices are closed**
- **Collect Domestic Refuse**
- **Collect Domestic Recycling**
- **Collect Trade Refuse**
- **Emergency plan**

Critical Facilities/Resources required				Contingencies/ Comments
HUMAN RESOURCES				
	1 Day	1 Week	1 Month	
Number of Staff	47	48	48	
Key skills required (Please describe)	Relevant knowledge of out of hours service	Relevant knowledge of out of hours service	Relevant knowledge of out of hours service	O.O.H is the only part of the Control Room Operation that could function without Control Room Facility Refuse will require 26 class two drivers
Number of desks chairs	1 Not relevant to refuse and recycling staff	1	1	
Functions that can be undertaken by contract staff	Yes	Yes	Yes	
Number of contract staff required	1 for Lifeline 46 for refuse and recycling	2 for CCTV/Lifeline 46 for refuse and recycling	2 for CCTV /Lifeline 46 for refuse and recycling	However Control Room staff would be available to fulfill function Agency staff could be called upon to refuse collection
Staff working from	Yes			

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home	Not relevant to refuse and recycling staff			
Other				
Critical Facilities/Resources required				Contingencies/Comments
IT & COMMUNICATIONS				
	1 Day	1 Week	1 Month	
PC`s	1	1	1	
Printers				
Network Connections PC`s	1	1	1	
Network Connections Printers				
Software/applications Network based	Microsoft Office	Microsoft Office	Microsoft Office	
Software/applications PC based				
Telephones	1	1	1	
Mobile Phones				
Radios (2way)				
Fax machines				
Photocopiers				
Stationery (Please specify)	Pen and Paper	Pen and Paper	Pen and Paper	
Power Sockets	1	1	1	
Other equipment or facilities (Please describe)				

Activation of this plan

In the event of an emergency situation arising, initial contact with the Head of Street Scene and Community

In their absence, contact should be made with their alternative, the Deputy Head of Service Street Scene and Community

Contact details for these personnel are detailed below

Actions

The person initially contacted must:

IMMEDIATELY

- Obtain all relevant details about the incident.
- Note any specific instructions given.
- Note the contact number to be used for communicating with the Corporate Management Team.
- Contact all remaining section employees and brief them as appropriate to the situation.
- Collect Business Continuity Plan Go Kit etc.

AFTER 1 HOUR

- Notify the CMT of the section's call-out status (i.e. who have been able to contact).

Relocation/Redeployment

The Street Scene and Community Section uses Bromsgrove District Council's IT system. If not available at Burcot Lane the system can be accessed from the Depot and home.

The Head of Service, in liaison with CMT will determine which site will be used.

Resource requirements

The following resources are the minimum required, to ensure the Street Scene and Community Section is able to deliver its Critical Functions from an alternative location:

- Head of Service, Deputy Head of Street Scene, Operations Manager and senior supervisor. .
- 4 desks.
- 1 PC or laptop with access to all normal Bromsgrove District Council's I.T. systems.
- 1 Landline telephone / or mobile (the number of which needs to be promulgated in the plan).
- Business Continuity Go Kit.

- Access to Printer.
- Memory Stick
- Manual list of all employee's contact details

Critical Function Contingency and Continuity Arrangements

Details of various contingency and continuity arrangements, relevant to each of the Section's Critical Functions, are contained in the attached annexes, as detailed below:

Service Recovery Plans

Employee's contact numbers – everyone's

Supplier contact details – everyone's

Functions put on hold

During events that cause a significant disruption to normal services, the following tasks will be put on hold until appropriate resources are available to enable reinstatement:

- Grounds maintenance
- Street cleansing
- Education and promotional work
- Training
- Green waste collection
- Sports development
- Lifeline installation
- Play area inspection and allotments
- Seeking sponsorship
- TiC and museum
- Leisure centres

These tasks have varying periods of tolerance, some could be left for a month without major risk others would need to be re-introduced within a week.

Communications

One copy of Employee List offsite at ??? in a sealed in an envelope only to be opened in an emergency.

Requests for information from any external sources will be directed to the CMT.

The Manager, Senior Personnel Officer or Personnel Officers will convey all communications from within the organisation to the Section

employees.

Employees & Domestic Welfare

All matters relating to the health, safety and welfare of employees will be identified and, where possible, addressed by the Personnel Manager, Senior Personnel Officer, Personnel Officers or Safety Adviser.

Any issues that cannot be addressed by the Manager, Senior Personnel Officer, Personnel Officers or Safety Adviser must be brought to the attention of the CMT.

Business Continuity Plan 'Go Kit'

The following items will be kept in the Personnel Section's 'Go Kit'.

- Section's Service Recovery Plans
- Employee's contact details
- Supplier contact details
- EAP Provider Numbers
- Mobile phone charger
- Stationery i.e. pens/paper
- Local Conditions of Service
- Log Book
- Empty Memory Stick
- Log Book
- Cash

Go Kit location

Offsite? Sports Centres? Sixways? Corporate Approach?

	Risk of loss	<ul style="list-style-type: none"> • What options available to replace functional service 	Identify potential providers or solutions	Identify key contacts	What procurement arrangements are in place (or actions to put in place)
	knowledge/skill.	<ul style="list-style-type: none"> • system from home where they can access employee contact • details and the Business Continuity Plan documents. • Improve training and multi-skills training – succession planning 			
3	<u>ICT / Comms:</u> Failure of employees to update systems	<ul style="list-style-type: none"> • A paper copy of a full list of employees contact details is held off site. • IT backups stored off-site (check in place) • Network resilience (check in place) • Mobile telephone, supply of suitable emergency accommodation, files, computers, access to Computerised Personnel Information Systems (HR Classic) and BCP documents. 	As above	As above	Arrange for list to be held at the Guildhall. Ensure access to OH and Guildhall available out of hours e.g. caretaker's tel no or relevant contact details.
4	<u>Electricity/Gas/Water:</u> Temporary Loss Long Term Loss	<ul style="list-style-type: none"> • Electricity – Generator • Move to a serviced location or homeworking. • Bottled water & Portaloos • Alternative heating arrangements. 	As above	As above	

	Risk of loss	• What options available to replace functional service	Identify potential providers or solutions	Identify key contacts	What procurement arrangements are in place (or actions to put in place)
5	<u>Lack of Fuel</u>	<ul style="list-style-type: none"> • Homeworking. • Car Sharing/Walking/Cycling 	As above	As above	Link up with County re hire of whiz go cars.
6	<u>Loss of land, sea, air transport for up to one month</u>	Not applicable			
7	Others				

D

1	Accommodation/ Buildings: - Maintenance Garage Provide staff with fire awareness/ evacuation training. Carry out planned preventative building maintenance to a high standard. Increase security especially in main building car parks.	The Depot is unavailable locate porta-cabin on Burcot Lane site or elsewhere.	Officers/temp accommodation - see appendix attached.	See appendix attached.	No arrangements in place yet. Credit arrangements to be agreed with companies.
2	Staff: Refuse drivers, transport mechanics	List of contact details for all staff Keep employment at or near the full establishment Good industrial relations Agency staff and some management of local negotiating.	Employment Agencies. Agreements with similar staff in neighbouring districts. Make the most of economies of scale. Good overtime conditions and staff welfare. Provision of local emergency accommodation. Retired staff. Staff now in other departments.	Staff contact list. See appendix attached.	Current agreements. Agency agreements already in place with selected suppliers. Negotiate with staff to work overtime - arranged by supervisors.
3	ICT / Comms: Power Failure Attack on systems Failure of staff to support systems. Plan for up to 5 days	Not a significant issue.	Loss of mobiles.	Replace with personal communications by supervisors and additional staff.	
4	Electricity/Gas/Water: Garage/fuel pumps need	Generator	See replacement vehicle suppliers.	See appendix attached.	Maximise usage of available staff/flexible working.

	electricity to operate Temporary Loss Long Term Loss Rota Disconnection (Electricity)	Move to a serviced location Bottled water & Portaloos Alternative heating arrangements.	Remember situation worse in winter months		
5	Lack of Fuel Stocks available for 7 - 10 days No fuel stocks = no service	Ban non-essential journeys and make better economic use of those that are essential. Prioritise refuse activity at expense of other services. Pool internal stocks. Reprioritise collection arrangements of different types of material. Contact County Council to arrange possible temporary tipping facilities.		Enter telephone numbers	Accounts already held.
6	Loss of land, sea, air transport for up to one month	N/A			
7.	Closure of tip	Redirection by County Council to use alternative facilities, .	Refer to County Council.		
8.	Lack of bins	Stock to be maintained.	See appendix attached.		If bags needed link to CSC and other collection points.
9.	CCTV Power Cut	Back up UPS battery system for CCTV and Lifeline. Generator input points installed for longer power disruptions			
10.	Telephone System / phone exchange fails in control room	Disaster Recovery system set up with Tunstall Response for Lifeline only.			
11.	Evacuation of Control Room	Disaster Recovery system set			

		up with Tunstall Response for Lifeline only.			
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Business Continuity Plan - Following Loss of Council Depot

1. Loss of Vehicles and Depot

Emergency temporary refuse and sweeping vehicles to be hired from Specialist Vehicle Hire Companies.

WCR Vehicle Hire Ltd. Offenham Road, Evesham, Worcestershire WR11 8DX

2. Loss of Staff and Employees

Emergency temporary refuse and cleansing employees, together with other staff as required, to be hired from Specialist Staff Agencies.

First Personnel
Premier People

3. Parking and Overnight Security of Vehicles

1. Vehicles where possible to be taken home by employees.
2. Provision of Depot will be transferred to relocation site identified at Sanders Park Car Park. This may not be immediately available to provide full amount of space or facilities required, and arrangements will need to be made for this to be put into operation.
3. Larger vehicles to park overnight on nearest safe car park within Council ownership – Council Offices car park Burcot Lane or appropriate car park in town centre. In view of security and value of vehicles it may be appropriate to either bring in a security guard, or utilise an employee on overnight protection duty.
4. Utilise space of local haulage firms etc. outside town centre. Drivers to collect vehicle at commencement of day.
5. Fuel arrangements are in place with Phoenix Service Station. It may be possible to utilise facilities of haulage firms where vehicles parked.

4. Offices and Temporary Accommodation

1. Offices in the first instance will be utilised at Burcot Lane or in a portacabin in grounds of Council Offices. Phone/computers are then available.
2. Temporary portable secure accommodation would need to be hired from Sibcas for supervisors to be located at Burcot Lane or on one of the Council's car parks.

3. . Staff Home Contact Numbers

Service Area	Contact	Office	Mobile	Out of hours
Head of Service Street Scene and Community	Mike Bell			
Deputy Head of Service Street Scene and Community	John Godwin			
Operations Manager				
CCTV Manager	Rachel McAndrews			
Senior Supervisor				
Supervisors				
Out of hours				
"				

	Risk of loss (e.g.??)	What options available to replace functional service	Identify potential providers or solutions	Identify key contacts	What procurement arrangements are in place (or actions to put in place)
1	<p>Accommodation/ Buildings arising from:</p> <ul style="list-style-type: none"> • Fire • Flooding-brook, burst pipe or rain water running down drive • Loss of utility supply (e.g. power) • Other cause fro closure • Severe vandalism following a break-in • Service contractor going bankrupt during a contract • Explosion • Act of God • Access – roads to office/crem blocked physically or for security <p>Notes :</p> <ol style="list-style-type: none"> 1. The office function can be broadly split into front and back office. The front office involves dealing with public and funeral directors and the back office deals with scheduling and recording of services 2. The back office is geared for 24hrs in advance, all paperwork being complete and ready for services the next day. – Paperwork for the following 48hrs will not be ready and the key back office function will be to address this, gathering copies from funeral 	<p>Move back office admin to Potakabin in Burcot Lane site and front office to spare accommodation in Burcot Lane Council Offices.</p> <p>Ancillary Functions :</p> <p>Public Relations: Need to establish a Communications Function at Council Offices to communicate with press and public.</p> <p>Financial Control : Business Support from Council Offices currently invoice from data sent to them on the corporate invoicing system</p> <p>Home Working Action: ensure home working is in place, and that remote access works. Make arrangements for all paperwork to be re-routed and all appropriate practical needs of the team to work at home are identified and put in place.</p> <p>Alternative Access: ensure funeral cortège can reach the cemetery Maybe necessary to reserve access or limit parking Action: examine alternative ways onto site and signage to advise of restrictions</p>	<p>Office Movers / General Removers - may be required</p> <p>Operational Services - to carry sand bags in stock</p> <p>Utility Companies - Electric is on backup/a requirement to have gas and water also.</p> <p>Property Section - Have priority repair arrangement or a second direct contractor on standby.</p> <p>A need to input all data from registers onto system.</p> <p>BACAS licenses/software needs to be transferred by ICT Section.</p> <p>Generators may be required in the event of disruption of supplies</p> <p>Need to work with Environmental Health in the event</p>		<p>This plan will be put into action by a senior manager with authority to act.</p> <p>Any actions taken within the guidance of this plan will be deemed to be authorized for expenditure purposes e.g. removal and ICT costs.</p> <p>Emergency Budget Code will be made available by treasury section to collate and record costs</p> <p>Confirmation orders/reserve order numbers will be advised by procurement as soon as possible.</p> <p>Invoicing of creditors will need setting up in treasurers, probably working from paper records sent up from admin office</p> <p>Need for signs and notices to advise the public on new location / working arrangements.</p> <p>Need for draft press releases</p> <p>Phone Lines and Forms are required to start the Back Office function – printers will be required to work from master copies.</p>

	Risk of loss (e.g.??)	What options available to replace functional service	Identify potential providers or solutions	Identify key contacts	What procurement arrangements are in place (or actions to put in place)
	<p>directors etc.</p> <p>3. To properly comply with legislation we need to ensure records are maintained. Registers are located in the crem office. Loss of the registers would be a significant impact on the service and the authority – no backup exists.</p> <p>4. Legal limit on holding a body is 72hrs</p>		<p>of holding over burials or cremations</p>		<p>Need for cooling/refrigeration if chapel is to be used as holding area</p>
2	<p>Loss of employees/capacity in Cemetery and refuse and recycling team through;</p> <ul style="list-style-type: none"> • Sickness of the team • Abnormal sickness levels within the finance service • Industrial action • Mass exodus following a major lottery win • Impact of weather on travel • Resignation of key employees • Lack of skills/knowledge • Individual staff having sole Knowledge/skill. 	<p>Management Backfill used to provide the service Action: ensure that there is sufficient staff at management level with experience in place to backfill short term. Document procedures and provide a copy that is available that is maintained up to date. Provide periodic training.</p> <p>Operational Staff Backfill used to provide the service Action: Document procedures and provide a copy which staff could follow. Bring in a supervisor to direct staff from within the industry.</p> <p>External Backfill utilizing 'experienced' staff on contract Action: ensure they can be recruited and paid</p> <p>All Backfill staff used need to be competent Action: regular training sessions should be organized</p>	<p>Other Local Authority Cemetery Teams.</p> <p>Equipment maintenance Company.</p> <p>Employment Agencies.</p> <p>Retired staff.</p> <p>Part time staff.</p> <p>Staff now in other departments.</p> <p>F.D.'s are willing to help out with chapel duties</p>	<p>HR staff.</p> <p>Local Funeral Directors</p> <p>Financial Services</p> <p>Personnel FBCA</p>	<p>Ability to pay staff as non established casuals will be required short term.</p> <p>Need to ensure staff are properly insured and paid</p> <p>Phone line required to be able to call in staff</p> <p>Access to full contact details of external staff / contractors and suppliers needs to be maintained</p>

	Risk of loss (e.g.??)	What options available to replace functional service	Identify potential providers or solutions	Identify key contacts	What procurement arrangements are in place (or actions to put in place)
		<p>Note :</p> <p>Grave Digging : mechanical digging of graves requires a trained excavator driver</p>			
3	<p>ICT / Comms: Power Failure Attack on systems Failure of staff to support systems. Plan for up to 5 days</p> <p>Notes:</p> <ol style="list-style-type: none"> 1. Main BACAS system is hosted on central servers and licensed to individual PC's 2. There is a copy of the application in the main office, the crem control room and at orchard house. 	<p>Reroute Traffic. Use the services of alternative providers either as sub contract or as direct arrangement</p> <p>Action: contact suppliers to establish redirection of communications and contact customers to reroute to alternative suppliers.</p> <p>Transfer Risk. If records are unavailable burial may be disrupted, it would be impossible to check on legal ownership Action: complete transfer of historic records to the computer system.</p> <p>Access to Booking System. The software is loaded on local PC's and draws information from a central database. Action: arrange for at least one laptop to have the software.</p>	Other cemetery?	<p>Redditch Cemetery Management</p> <p>ICT Manager</p>	Provide purchase order number for accounting purposes
4	<p>Electricity/Gas/Water: Temporary Loss Long Term Loss Rota Disconnection (Electricity) Fuel</p>	<p>Electricity – Generator Move to a serviced location</p> <p>Bottled water & Portaloo's</p> <p>Alternative heating arrangements.</p> <p>Petrol and Diesel are required for the operational plant and in particular the excavator for the</p>	<p>Pre-arrange.</p> <p>Remember situation worse in winter months</p>	<p>Access to contacts and agreements.</p> <p>Fuel Supplier -</p>	<p>Authorisation by senior manager</p> <p>access local supplier list from procurement.</p> <p>Maintenance contract needs to be adhered to by a competent contractor.</p>

	Risk of loss (e.g.??)	What options available to replace functional service	Identify potential providers or solutions	Identify key contacts	What procurement arrangements are in place (or actions to put in place)
		cemetery Note: (9 sets of grave shoring equipment are presently available. An hour is required to basic prepare one grave)			
5	Operations License Notes : 1. Key operating conditions apply from the licensing authority	Emissions – limits apply			Review contracts to ensure staff will be available from other areas to cremate.
6	Capacity	Theoretical capacity 1 grave per hour up to a maximum of 9 at any time.	Grave shoring provider ??		

Department	Strategic Housing Services	Document Date Document Owner	Strategic Housing Manager
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Background

The Department's task, throughout any period of emergency affecting the Council is to ensure:

- That delivery of the identified critical functions is delivered to an agreed standard
- All staff are aware of the contingency arrangements
- Satisfactory communications can be maintained both internally & externally
- Full business recovery can be effected over a planned timescale

In carrying out these functions, we must show full compliance with our Statutory obligations.

Key Personnel - identify

- **Manager – Andy Coel**
- **Deputy Manager – Jayne Burton**
- **Housing Needs & Advice Team-leader – Amanda Glennie**
- **Principle Housing Initiatives Officer – Katie Sharpe-Fisher**
- **Private Sector Housing Officer – Jennifer DeLorenzo**

Contact details for these personnel are listed below.

Critical Functions

The Council has identified **2** critical functions which, if not delivered by this department, would cause disruption to operational service levels, compromising its ability to respond to its customers.

1. Statutory Homelessness
2. Rest Centres

Activation of this plan

In the event of an emergency situation arising, initial contact with the Strategic Housing Services Department should be made via the **Strategic Housing Manager**

In their absence, contact should be made with their alternate, the **Principle Strategic Housing Officer** .

Contact details for these personnel are listed below.

Actions

The person initially contacted must:

IMMEDIATELY

- Obtain all relevant details about the incident
- Note any specific instructions given
- Note the contact number to be used for communicating with the Corporate Management Team.
- Contact all remaining departmental staff and brief them as appropriate to the situation.
- Collect Business Continuity Plan Go Kit etc.

AFTER 1 HOUR

- Notify the CMT of the department's call-out status.

Relocation/Redeployment

The Strategic Housing Service department uses Bromsgrove District Council's Uniform IT system. If not available at (Normal Location), the system can be accessed from alternative sites including and home, with access available via the internet.

The **Strategic Housing Services Manager**, in liaison with CMT, will determine which site will be used.

Resource requirements

The following resources are the minimum required, to ensure the **Strategic Housing Service** Department is able to deliver its Critical

Functions from an alternative location:

- **Housing Services Manager/Principle Strategic Housing Officer, or Accommodation Officer**, and Housing Needs and Advice Team Leader and 2 x HN&AO,
- 2 desks
- 2 PCs with access to all normal Worcester City I.T. systems
- Laptop
- 2 Landline telephone / or mobile (the number of which needs to be promulgated in the plan)
- Business Continuity Go Kit
- Memory sticks holding all relevant housing leaflets, data and information held by both Housing Services Manager, Housing Needs & Advice Team-leader and Officer with responsibility for emergency plan

Critical Function Contingency and Continuity Arrangements

Details of various contingency and continuity arrangements, relevant to each of the Department's Critical Functions, are contained in the attached annexes, as detailed below:

Service Recovery Plans
Staff contact numbers
Supplier contact details

Functions put on hold

During events that cause a significant disruption to normal services, the following tasks will be put on hold until appropriate resources are available to enable reinstatement:

- Private Sector Housing
- Strategy & Enabling
- Care & Repair

PLEASE LIST ANY FUNCTIONS THAT WOULD BE PUT ON HOLD AND WOULD HAVE TO BE PICKED UP AS SOON AS RESOURCES ENABLE.

Communications

Requests for information from any external sources will be directed to the CMT.

The Manager or deputy will convey all communications from within the organisation to the department's staff.

Staff & Domestic Welfare

All matters relating to the health, safety and welfare of staff will be identified and, where possible, addressed by the Departmental Manger or deputy.

Any issues that cannot be addressed by the Manager or deputy must be brought to the attention of the CMT.

Business Continuity Plan 'Go Kit'

The following items will be kept in the Strategic Housing Service Department's 'Go Kit'

- Department's Service Recovery Plans
- Staff contact details
- Supplier contact details
- Laptop
- Mobile phone/spare battery and charger
- Stationery.
- Standard forms
- Job descriptions,
- Recruitment information, etc. etc.
- Memory sticks containing copies of the key strategies and standard forms are held by Andy Coel and Jayne Burton

Go Kit location

Council Offices or another suitable office space

Bromsgrove District Council – BUSINESS CONTINUITY PLAN

SERVICE RECOVERY PLAN – Rest Centres

Prepared by: Andy Coel

Mission Critical within 24 hours

Date:

Risk of loss	What options available to replace functional service	Identify potential providers or solutions	Identify key contacts	What procurement arrangements are in place (or actions to put in place)
<p>1. <u>Loss of building</u> Structural failure Fire/arson Vandalism Explosion Flood Storm damage/severe weather Terrorism Denial of access/inaccessible - Legionella, asbestos, crime scene, gas leak, bomb alert or contamination</p>	<ul style="list-style-type: none"> Emergency Plan file is held by a number of key staff – Nina Warrington, Kate Bailey, John Wrightson, Kathryn Jones The Emergency Plan is also backed up on memory sticks held by Strategic Housing Services Manager, Project Officer (enabling) who has responsibility for the emergency plan (to be provided to Head of Urban Environment) Contact details for those staff holding the plan are attached at appendix 2. Silver boxes located at Wyatt House and Guildhall and to also be located at the named rest centres Mission Critical Staff are key holders 	<p>Office space available at each of the main rest centre's for one or two staff with telephone and equipment: Nunnery Wood Sports Centre St John's Sport Centre Perdiswell Sport Centre</p>	<p>See appendix attached</p>	
<p>2. <u>Loss of staff</u></p>				

	Risk of loss	What options available to replace functional service	Identify potential providers or solutions	Identify key contacts	What procurement arrangements are in place (or actions to put in place)
	Flu Pandemic Industrial disputes Strike action Lottery win Transport problems Severe weather Epidemics Fuel Shortage				
3.	Loss of key infrastructure/ equipment/external services <i>Internal</i> IT system failure/loss <i>External</i> Loss of utilities - telecoms, water, power, fuel Supplier failure Failure of supply chains	<ul style="list-style-type: none"> • Not significant 			
4.	Electricity/Gas/Water	<ul style="list-style-type: none"> • Generator to be provided to rest centre • Bottled water and toilets • Alternative heating arrangement • Sleeping bags from stores 	The County Store via emergency planning unit hold stores of sleeping bags		Purchase water via supermarkets
5.	Lack of fuel	<ul style="list-style-type: none"> • Use alternative forms of transport to get to the rest centre eg walking or bicycle 			
6.	Loss of land, sea, air transport for up to one month	<ul style="list-style-type: none"> • Not applicable 			

BROMSGROVE DISTRICT COUNCIL – BUSINESS CONTINUITY PLAN

SERVICE RECOVERY PLAN – Statutory Homeless Service

Prepared by:

Mission Critical within 24 hours

Date:

	Risk of loss	What options available to replace functional service	Identify potential providers or solutions
1.	<p><u>Loss of building</u> Structural failure Fire/arson Vandalism Explosion Flood Storm damage/severe weather Terrorism Denial of access/inaccessible - Legionella, asbestos, crime scene, gas leak, bomb alert or contamination</p>	<ul style="list-style-type: none"> • Can be operated using a mobile phone and the out of hours service telephone number 0845 056 8035 • Homelessness – Out of hours call out procedure is held by the officer on duty. • This procedure can also be found on the W'drive in the General homelessness folder. • This is also held on 2 memory sticks held by . • Contact with a senior officer can be made via the out of hours duty homelessness officer • All emergency accommodation is logged on the out of hours phone which is held by the out of hours officer • Business Go Kit stored in the basement at • Keys for 	
2.	<p><u>Loss of staff</u> 'Flu Pandemic Industrial disputes Strike action Lottery win Transport problems Severe weather Epidemics Fuel Shortage</p>	<ul style="list-style-type: none"> • Can be operated using a mobile phone and the out of hours service see above. 	
	<p>Loss of key infrastructure/ equipment/external services</p>	<ul style="list-style-type: none"> • IT backups stored off-site (in place) 	

Risk of loss	What options available to replace functional service	Identify potential providers or solutions
<p><i>Internal</i> IT system failure/loss</p> <p><i>External</i> Loss of utilities - telecoms, water, power, fuel Supplier failure Failure of supply chains</p>	<ul style="list-style-type: none"> • Network resilience (in place) • Telecoms resilience (TC to obtain Hub-wide agreement on this - work in progress) • IT security policy (in place) • IT Disaster Recovery Strategy (in place) • Back up generators (identified as an item to review - work in progress) • Secure networks (in place) • Network standards (in place) • National Fuel Plan • National Telecom Resilience Programme • Mobile telephone, supply of suitable emergency accommodation, files, computers, access to Joint Waiting List, Academy and IBS system 	

Service Area	Contact	Office	Mobile	Out of hours
Strategic Housing, P&E Service	Andy Coel			
	Jayne Burton			
	Amanda Glennie			
	Katie Sharp-Fisher			

Critical suppliers list

CRITICAL SUPPLIERS LIST – Needs to be checked

Strategic Housing Services

Name, address, tel. no.	What supplied	Name, address, tel. no. of
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of supplier		alternative supplier
IBS		
Joint Waiting List		
Arbitras (to be supplied)	Web based Choice based Letting Scheme	
Experian Embankment House Electric Avenue Nottingham NG80 1 EH Tel: 07968471343	Credit Referencing	None
Ocella Woodside Pen-y-Fan Monmouth NP25 4RA Tel: 01600 860358	Comprehensive Private Sector Grant information	Backed up daily, could run from spreadsheets
Academy Capita software Services Manvers House Manvers Street Trowbridge BA14 8YX Tel: 08701 631800 Fax: 08701 631869 http://www.capita-software.co.uk/contact.html	Revenues and Benefits system	None – could contact Revenues and Benefits to find out about claims and HB payments being made
IT Section Worcester City Council 2-4 Copenhagen Street Worcester Wr1 2EY Tel: 01905 722121	Hardware, software, network, data security and backup, systems support, printers, printing of Benefit cheques, telephone network	See Information Technology list above
Foundations Bleaklow House Oward Town Mill Glossop Derbyshire SK13 8HT Tel no.: 01457 891909 Fax no: 01457 869361	Web based Femis – client information and case history Supporting People Performance Monitoring	

Website: wwwFOUNDATIONS.CO.UK e-mail: FOUNDATIONS@CEL.CO.UK		
CLK Media Unit 28 Knightbridge Business Centre Knightbridge Cheltenham GL51 9TA Tel no: 01242 681168	Strategic Housing Services Leaflets and Strategy documents	None – but leaflet hard copies held by specific officers and on disc and strategies also held on disc.
Arbitras Soane Point 6 – 8 Market Place Reading Berkshire RG1 2EG	Web based choice based letting and homelessness system	Arbitras have a business continuity plan to make sure that the web based system and data is copied and stored in a different format on a regular basis – weekly full and daily incremental back-ups are provided as a standard back-up.

Department	Customer Service Centre	Document Date Document Owner	Roger Horton
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Background

The Department's task, throughout any period of emergency affecting the Council is to ensure:

- That delivery of the identified critical functions is delivered to an agreed standard
- All staff are aware of the contingency arrangements
- Satisfactory communications can be maintained both internally & externally
- Full business recovery can be effected over a planned timescale

In carrying out these functions, we must show full compliance with our Statutory obligations.

Key Personnel - identify

- **Manager – Roger Horton**
- **Assistant Manager – Val Jarvis**

Contact details for these personnel are detailed below

Critical Functions

The Council has identified **2** critical functions which, if not delivered by this department, would cause disruption to operational service levels, compromising its ability to respond to its customers.

1. **Provide single point of contact for customers in relation to all services delivered by of BDC and Worcester County Council (via telephone contact; e-mail; face to face contact**
2. **Provision of switchboard service on behalf of BDC**

Activation of this plan

In the event of an emergency situation arising, initial contact with the Customer Service Centre should be made via the Customer Service Centre Manager

In their absence, contact should be made with their alternate, the Customer Service Centre Assistant Manager

Contact details for these personnel are detailed below

Actions

The person initially contacted must:

IMMEDIATELY

- Obtain all relevant details about the incident
- Note any specific instructions given
- Note the contact number to be used for communicating with the Corporate Management Team.
- Contact all remaining departmental staff and brief them as appropriate to the situation.
- Collect Business Continuity Plan Go Kit etc.

AFTER 1 HOUR

- Notify the CMT of the department's call-out status.

Relocation/Redeployment

The Customer service Centre Bromsgrove District Council's **IT Network and that of Worcester County Council and the telephony infrastructure provided by Worcester County Council**. If not available at (Normal Location), the system can be accessed from alternative sites including Orchard House, The Guildhall, and home.

The Customer Service Centre Manager, in liaison with CMT, will determine which site will be used.

Resource requirements

The following resources are the minimum required, to ensure the Customer Service Centre is able to deliver its Critical Functions from an alternative location:

- 5 customer service assistants
- 5 desks
- 5 PCs / Laptops with access to all normal Bromsgrove District Council I.T. systems
- 2 Landline telephone / or mobile (the number of which needs to be promulgated in the plan)
- Business Continuity Go Kit

Critical Function Contingency and Continuity Arrangements

Details of various contingency and continuity arrangements, relevant to each of the Department's Critical Functions, are contained in the attached annexes, as detailed below:

Service Recovery Plans
 Staff contact numbers
 Supplier contact details

Functions put on hold

During events that cause a significant disruption to normal services, the following tasks will be put on hold until appropriate resources are available to enable reinstatement:

- | |
|---|
| <ul style="list-style-type: none"> • Provision of cashiering function on behalf of BDC |
| <ul style="list-style-type: none"> • Provision of planning reception (based at BDC) for planning enquiries and support for planning surgeries |

If there was an out and out emergency then all the functions of the CSC could be put on hold and the resource turned over to acting as a communication hub in support of whatever is going on. Then as time passes we could gradually bring services on as appropriate.

The risk associated with that is that at some point depending on how long this form of operation would last is that the council would see revenue drop as payments would not have been made and that there would be some risk to vulnerable people because of hold up re Benefit claims

All services in relation to County could easily be diverted to other hubs e.g. Highways, Blue badge, registration etc
Communications
<p>Requests for information from any external sources will be directed to the CMT.</p> <p>The Manager or deputy will convey all communications from within the organisation to the department's staff.</p>
Staff & Domestic Welfare
<p>All matters relating to the health, safety and welfare of staff will be identified and, where possible, addressed by the Departmental Manger or deputy.</p> <p>Any issues that cannot be addressed by the Manager or deputy must be brought to the attention of the CMT.</p>
Business Continuity Plan 'Go Kit'
<p>The following items will be kept in the Customer Service Centre 'Go Kit'</p> <ul style="list-style-type: none"> • Department's Service Recovery Plans • Staff contact details • Supplier contact details • Mobile phone/spare battery and charger • Stationery. • Standard forms • Job descriptions,
Go Kit location
Customer Service Centre and IT and e-government Department

Function	Impact on function failure 1 day	Impact on function failure 1 week	Impact on function failure 1 month
<p>Provide single point of contact for customers in relation to all services delivered by of BDC and Worcester County Council (via telephone contact),</p>	<ul style="list-style-type: none"> • Customers not able to access services • Customers not able to gain information about council services 	<ul style="list-style-type: none"> • Serious problems for customers not able to access council services • Council services not able to function because of reliance on CSC to forward on service requests potential delays in service delivery • Potential Public Health and Safety issues • Impact on service standards and PI's for all council services 	<ul style="list-style-type: none"> • Severe impact total breakdown of services for customers • Severe impact total breakdown of services for Council • Severe public health and safety issues • Loss of customer confidence in council • Loss of revenue for council • Serious impact on service standards and PI's for all council services
<p>Provide single point of contact for customers in relation to all services delivered by of BDC and Worcester County Council (via face to face contact)</p>	<ul style="list-style-type: none"> • Customers not able to access services • Customers not able to gain information about council services 	<ul style="list-style-type: none"> • Serious problems for customers not able to access council services • Council services not able to function because of reliance on CSC to forward on service requests potential delays in service delivery • Potential Public Health and Safety issues 	<ul style="list-style-type: none"> • Severe impact total breakdown of services for customers • Severe impact total breakdown of services for Council • Severe public health and safety issues • Loss of customer confidence in council • Loss of revenue for council

Provide single point of contact for customers in relation to all services delivered by of BDC and Worcester County Council (via e-mail contact)	<ul style="list-style-type: none"> • Customers not able to access services • Customers not able to gain information about council services 	<ul style="list-style-type: none"> • Not main access channel for customers so impact on service delivery not so acute • Council not able to fulfill PI's 	<ul style="list-style-type: none"> • Loss of customer confidence in council • Council not able to deliver services to customers and fulfill enquiries
Provision of cashiering function on behalf of BDC	<ul style="list-style-type: none"> • Customers not able to make payments at CSC 	<ul style="list-style-type: none"> • Some impact on service delivery where customers need to pay for services • Some impact on Customer service staff as staff have to field enquiries 	<ul style="list-style-type: none"> • Significant impact on council revenue streams • Significant impact on customers are not able to pay for council services • Impact on certain back office functions e.g. effects on Council Tax recovery
Provision of planning reception (based at BDC) for planning enquiries and support for planning surgeries	<ul style="list-style-type: none"> • Not significant for 1 day 	<ul style="list-style-type: none"> • Disruption to planning surgeries • Customer dissatisfaction 	<ul style="list-style-type: none"> • Break down of service • Not able to fulfill PI's
Provision of switchboard service on behalf of BDC	<ul style="list-style-type: none"> • Contact with council from customers both on a public and business contact level will be disrupted 	<ul style="list-style-type: none"> • Serious impact on all council communications with customers and partners both public and business • PR implications for council 	<ul style="list-style-type: none"> • Serious impact on all council communications with customers and partners both public and business • PR implications for council

Bromsgrove District Council – BUSINESS CONTINUITY PLAN
SERVICE RECOVERY PLAN –Roger Horton Mission Critical within 24 hours

Date:

	Risk of loss	What options available to replace functional service	Identify potential providers or solutions
1.	<u>Loss of building</u> Structural failure Fire/arson Vandalism Explosion Flood Storm damage/severe weather Terrorism Denial of access/inaccessible - Legionella, asbestos, crime scene, gas leak, bomb alert or contamination	<ul style="list-style-type: none"> • 	Alternative office space available at Burcot Lane Council Offices with a computer and telephones available
2.	<u>Loss of staff</u> 'Flu Pandemic Industrial disputes Strike action Lottery win Transport problems Severe weather Epidemics Fuel Shortage	<ul style="list-style-type: none"> • Can be operated using a mobile phone and the out of hours service see above. 	
	Loss of key infrastructure/ equipment/external services <i>Internal</i> IT system failure/loss <i>External</i> Loss of utilities - telecoms, water, power, fuel Supplier failure Failure of supply chains	<ul style="list-style-type: none"> • IT backups stored off-site (in place) • Network resilience (in place) • Telecoms resilience • IT security policy (in place) • IT Disaster Recovery Strategy (in place) • Back up generators (identified as an item to review - work in progress) • Secure networks (in place) • Network standards (in place) • National Fuel Plan • National Telecom Resilience Programme • Mobile telephone, supply of suitable emergency accommodation, files, 	

Risk of loss	What options available to replace functional service	Identify potential providers or solutions
	computers, access to Joint Waiting List, Academy and IBS system	

Service Area	Contact	Office	Mobile	Out of hours
Customer Service	Roger Horton			
Customer Service	Val Jarvis			

Department	Benefits Services	Document Date Document Owner	
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Background
<p>The Department's task, throughout any period of emergency affecting the Council is to ensure:</p> <ul style="list-style-type: none"> • That delivery of the identified critical functions is delivered to an agreed standard • All staff are aware of the contingency arrangements • Satisfactory communications can be maintained both internally & externally • Full business recovery can be effected over a planned timescale <p>In carrying out these functions, we must show full compliance with our Statutory obligations.</p>
Key Personnel - identify
<ul style="list-style-type: none"> • Manager – Arran Sharman • Deputy Manager – Deryn Broad
Critical Functions
<p>The Council has identified 2 critical functions which, if not delivered by this department, would cause disruption to operational service levels, compromising its ability to respond to its customers.</p> <ol style="list-style-type: none"> 1. Awards of Housing Benefits and Council Tax Benefits 2. Ensure fraud and error does not enter the benefits system
Activation of this plan
<p>In the event of an emergency situation arising, initial contact with the Benefits Office should be made via the Benefits Service Manager</p>

In their absence, contact should be made with their alternate, the Benefits Service Assistant Manager

Contact details for these personnel are listed below.

Arran Sharman – 01527 881272

Deryn Broad – 01527 881464

Actions

The person initially contacted must:

IMMEDIATELY

- Obtain all relevant details about the incident
- Note any specific instructions given
- Note the contact number to be used for communicating with the Corporate Management Team.
- Contact all remaining departmental staff and brief them as appropriate to the situation.
- Collect Business Continuity Plan Go Kit etc.

AFTER 1 HOUR

- Notify the CMT of the department's call-out status.

Relocation/Redeployment

The Benefits Service Bromsgrove District Council's

Software (non – standard)	Location
Academy	Server - IT
Iclipse	Server - IT
Agresso	Individual PC (Manager)

Hardware (non – standard)	Location
PC	Allocated area of work
Mobile Phones	With individuals
Printer/Fax Machine	Shared printer/fax in R & B

Documents, Forms etc	Location			
Iclipse documents/Letters	Server - IT			
Spreadsheets	Revenues – Shared Drive			
<p>If not available at (Normal Location), the system can be accessed from alternative sites including Customer Service Centre and home.</p> <p>The Benefits Service Manager, in liaison with CMT, will determine which site will be used.</p>				
Resource requirements				
<p>The following resources are the <u>minimum</u> required, to ensure the Customer Service Centre is able to deliver its Critical Functions from an alternative location:</p> <ul style="list-style-type: none"> • 3 staff to undertake phone calls and arrange appointments and manage <table border="1" style="width: 100px; height: 60px; margin-left: 20px;"> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> </table> <ul style="list-style-type: none"> • 3 desks • 3PCs / Laptops with access to all normal Bromsgrove District Council I.T. systems • 2 Landline telephone / or mobile (the number of which needs to be promulgated in the plan) • Business Continuity Go Kit 				
Critical Function Contingency and Continuity Arrangements				
<p>Details of various contingency and continuity arrangements, relevant to each of the Department's Critical Functions, are contained in the attached annexes, as detailed below:</p> <p>Service Recovery Plans Staff contact numbers Supplier contact details</p>				
Functions put on hold				
<p>During events that cause a significant disruption to normal services, the following tasks will be put on hold until appropriate resources are available to enable reinstatement:</p>				
<table border="1" style="width: 100%;"> <tr> <td style="width: 50px;">• Overpayment Recovery</td> </tr> <tr> <td>• Visiting vulnerable persons in connection with application for benefit</td> </tr> </table>		• Overpayment Recovery	• Visiting vulnerable persons in connection with application for benefit	
• Overpayment Recovery				
• Visiting vulnerable persons in connection with application for benefit				

<ul style="list-style-type: none"> • Visit benefit customers to establish benefit entitlement changes • Maximising benefit subsidy for the Local Authority • Responsibility for data returns and statistics to the DWP <ul style="list-style-type: none"> • Payment of creditors. • Recovery of sundry debt. • Invoicing customers. • Reconciliation of cash banked. • Monitoring of Council investments. 	
Communications	
<p>Requests for information from any external sources will be directed to the CMT.</p> <p>The Manager or deputy will convey all communications from within the organisation to the department's staff.</p>	
Staff & Domestic Welfare	
<p>All matters relating to the health, safety and welfare of staff will be identified and, where possible, addressed by the Departmental Manger or deputy.</p> <p>Any issues that cannot be addressed by the Manager or deputy must be brought to the attention of the CMT.</p>	
Business Continuity Plan 'Go Kit'	
<p>The following items will be kept in the Customer Service Centre 'Go Kit'</p> <ul style="list-style-type: none"> • Department's Service Recovery Plans • Staff contact details • Supplier contact details • Mobile phone/spare battery and charger • Stationery. • Standard forms • Job descriptions, 	
Go Kit location	

To be completed

Function	Impact on function failure 1 day	Impact on function failure 1 week	Impact on function failure 1 month
Award of Housing and Council Tax Benefit	<ul style="list-style-type: none"> • none 	<ul style="list-style-type: none"> • Customers not receiving housing benefit and facing potential eviction from their properties 	<ul style="list-style-type: none"> • Customers not receiving housing benefit and facing potential eviction from their properties
Ensure fraud and error does not enter the benefits system	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
Overpayment Recovery		<ul style="list-style-type: none"> • 	
Visiting vulnerable persons in connection with application for benefit	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
Visit benefit customers to establish benefit entitlement changes	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
Responsibility for data returns and statistics to the DWP	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

Bromsgrove District Council – BUSINESS CONTINUITY PLAN
SERVICE RECOVERY PLAN –Roger Horton Mission Critical within 24 hours

Date:

	Risk of loss	What options available to replace functional service	Identify potential providers or solutions
1.	<u>Loss of building</u> Structural failure Fire/arson Vandalism Explosion Flood Storm damage/severe weather Terrorism Denial of access/inaccessible - Legionella, asbestos, crime scene, gas leak, bomb alert or contamination	<ul style="list-style-type: none"> • 	Alternative office space available at Burcot Lane Council Offices with a computer and telephones available or the Customer service Centre
2.	<u>Loss of staff</u> 'Flu Pandemic Industrial disputes Strike action Lottery win Transport problems Severe weather Epidemics Fuel Shortage	<ul style="list-style-type: none"> • Can be operated using a mobile phone and the out of hours service see above. 	
	Loss of key infrastructure/ equipment/external services <i>Internal</i> IT system failure/loss <i>External</i> Loss of utilities - telecoms, water, power, fuel Supplier failure Failure of supply chains	<ul style="list-style-type: none"> • IT backups stored off-site (in place) • Network resilience (in place) • Telecoms resilience • IT security policy (in place) • IT Disaster Recovery Strategy (in place) • Back up generators (identified as an item to review - work in progress) • Secure networks (in place) • Network standards (in place) • National Fuel Plan • National Telecom Resilience Programme • Mobile telephone, supply of suitable emergency accommodation, files, 	

Risk of loss	What options available to replace functional service	Identify potential providers or solutions
	computers, access to Joint Waiting List, Academy and IBS system	

Service Area	Contact	Office	Mobile	Out of hours
Benefits Service	Arran Sharman			
Benefits Service	Deryn Broad			
Out of hours				

ADDITIONAL DOCUMENT - GUIDANCE TO HEADS OF SERVICE ON SERVICE RECOVERY PLANS

Notes to assist the completion of the Service Recovery Plan

1. **Risk of loss:** you should assess the risk of loss or failure of the function or an element within the function that would render it undeliverable, or prevent you from supplying or operating the critical function within the Mission Critical period.
2. **What options available to replace functional service:** You need to consider the options available to you to replace the service or mitigate the risks identified in the risk of loss (1) above. Be clear about risks we have to accept.
3. **Identify potential providers or solutions:** with whom or how would you provide the service?
4. **Identify key contacts:** what information do you need in an emergency to enable you to put the measures in place?
5. **What procurement arrangements are in place (or actions to put in place):** list critical suppliers (critical suppliers schedule) and emergency arrangements for procurement including delegation of approval process, and arrangements to put in place all the solutions and actions identified above. Put in place actions where there are still gaps to ensure this is all in place.

N.B.

Be aware of systems and data not held corporately,
Critical resources such as Depot, fuel, people with specific knowledge and skills.

	Risk of loss (e.g.??)	What options available to replace functional service	Identify potential providers or solutions	Identify key contacts	What procurement arrangements are in place (or actions to put in place)
1	Accommodation/ Buildings arising from: <ul style="list-style-type: none"> • Fire • Flooding • Loss of utility supply (e.g. power) • Other cause fro closure 	Payroll This is provided by Redditch Borough Council, but it is essential that Bromsgrove District Council are confident that Redditch have recovery plans if their payroll services is affected by damage or disruption of a business continuity nature. Home working Action: ensure home working is in place, and that remote access works. Make arrangements for all paperwork to be re-routed and all appropriate practical needs of the team to work at home are identified and put in place. N.b. mitigation of risk?	Redditch Borough Council		This plan will be put into action by a senior manager with authority to act. Any actions taken within the guidance of this plan will be deemed to be authorised for expenditure purposes e.g. costs in County Payroll agreement for putting this BCP into action.
2	ICT / Comms: Power Failure Attack on systems Failure of staff to support systems. Plan for up to 5 days	NDR contract. Generator. Reliability of staff. Retention of skilled staff.	Need to speak to Deb Poole about this issue		
3.	Electricity/Gas/Water: Temporary Loss	Electricity – Generator Move to a serviced location	Pre-arrange. Remember	Access to contacts and agreements.	Authorisation by whom? Establish local supplier list.

	Risk of loss (e.g.??)	What options available to replace functional service	Identify potential providers or solutions	Identify key contacts	What procurement arrangements are in place (or actions to put in place)
	<p>Long Term Loss</p> <p>Rota Disconnection (Electricity)</p>	<p>Bottled water & Portaloo's</p> <p>Alternative heating arrangements.</p>	<p>situation worse in winter months</p>	<p>Pay a retainer if cost effective solution.</p>	
5	<p>Loss of County Council payroll system through;-</p> <ul style="list-style-type: none"> • county systems failure • county council BCP failure • county council industrial dispute • loss of data on system 	<p>Call on the County Council BCP to provide backup Action: ensure this is part of the payroll agreement and verify the County BCP</p> <p>Emergency payment on account based on last months pay (suitably adjusted for abnormal inclusions and know exclusions), using the BACS file. Action: check that the BACS file is held by District Council, and who has custody of it. Test with ICT that this can be used and that we can upload an amended data set from it.</p> <p>Manual payment similar to above using BACS data, but using manual cheques. Action: ensure stocks of cheques can be made available, and that BACS data is available from a recent period.</p> <p>N.b. mitigation of risk?</p>	<p>County Council BCP provider</p> <p>BDC's own payroll and finance team</p>	<p>County Council Exchequer Manager</p> <p>City Council Payroll Officer – see finance service mission critical employees list</p> <p>ICT contact for BACS</p> <p>District Council contact for stock of cheques</p> <p>District Council Bank signatories - see finance service mission critical employees list</p> <p>Bank contact:</p> <p>Action: check finance service mission critical list</p>	<p>County Council Exchequer Manager</p> <p>Bank contact</p>

Risk of loss (e.g.??)	What options available to replace functional service	Identify potential providers or solutions	Identify key contacts	What procurement arrangements are in place (or actions to put in place)

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BROMSGROVE DISTRICT COUNCIL

CABINET

29TH APRIL 2009

GOVERNMENT CONNECT – CODE OF CONNECTION

Responsible Portfolio Holder	Councillor Dr. D. W. P. Booth
Responsible Head of Service	Head of E-Government & Customer Services
Non-Key Decision	

1. SUMMARY

- 1.1 The purpose of this report is to update the Cabinet on the ongoing work to obtain compliance with the Government Connect project and the Code of Connection (CoCo).

2. RECOMMENDATION

- 2.1 That Cabinet note the information contained in this report relating to the required security measures to obtain compliance with the Code of Connection.
- 2.2 That approval of the policies required for Code of Connection compliance be delegated to the Head of E-Government & Customer Services.

3. BACKGROUND

What is Government Connect

- 3.1 Government Connect is a government project led by the Department of Works and Pensions (DWP). The project is designed to provide a secure network linking up all local authorities in England and Wales to central government departments. The secure network is called Government Connect Secure Extranet (GCSx) It will provide a secure way of sharing sensitive personal data without using the postal service, Internet or unsecure e-mail. All emails that are used to conduct or support official Council business will be sent using a 'bromsgrove.gov.uk' address. All emails sent via the Government Connect Secure Extranet (GCSx) will use the 'bromsgrove.gcsx.gov.uk' format.
- 3.2 Initially, Government Connect will require councils to use the network to share Benefits and Pensions data with the DWP. It is anticipated that, over time, the GCSx will become the only accepted method of data transfer between local authorities and central government.

What is the Code of Connection (CoCo)

- 3.2 The Code of Connection (CoCo) defines the minimum standards and processes that an authority must comply with before being able to connect to the GCSx. Achieving compliance to the CoCo requires the local authority to provide a compliance statement and supporting comment against a number of security control measures (there are 90+ measures) The measures are divided into required (must do) controls and recommended (should do) controls.

All required controls have to be in place by March 31st 2009. Lack of compliance with the required controls will result in removal of access to the DWP Customer Information System (CIS) The CIS is used to carryout Benefit Assessments. Lack of access to this system would make the delivery of the Benefit Assessment service impossible. This would result in severe loss of income for BDC.

Recommended controls must have a stated completion date. The CoCo document and all of the associated controls will be audited in the near future by the Government Connect team to ensure compliance. Examples of some of these controls include:

Protective Monitoring	All logs MUST be retained for a minimum of six months. Organisations MUST also be aware of any additional legislation that may require them to hold logs for longer periods.	MUST COMPLY
Personal Firewalls	Unprivileged users and processes MUST not be able to disable or reconfigure the Personal Firewall software.	MUST COMPLY
Mobile Working	Mobile solutions accessing GCSx connected networks MUST follow the guidance referenced from the Guidance Notes to this document.	MUST COMPLY
User Education	A personal commitment statement or acceptable usage policy MUST be in place, or users MUST have otherwise positively confirmed their acceptance that communications sent or received by means of the GSi may be intercepted or monitored.	MUST COMPLY

- 3.3 In order to ensure that BDC achieves compliance with the CoCo a number of policies relating to technical infrastructure and access to information are required. These policies are listed below:

- Communications and Operation Management Policy
- Computer Telephone and Desk Use Policy
- Email Policy
- GCSx AUP and Personal Commitment Statement
- Human Resources Information Security Policy
- Information Protection Policy
- Information Security Incident Management Policy

- Information Security Policy Overview
- Internet Acceptable Usage Policy
- IT Access Policy
- IT Infrastructure Security Policy
- Legal Responsibilities Policy
- Remote Working Policy
- Removable Media Policy
- Software Policy

Some of these policies are already in place within BDC. Timescales have been agreed with the Government Connect team to ensure the remaining policies are completed as required.

- 3.4 The Council is currently being assessed as to its ability to meet the demands of the CoCo. The Council is already on the third iteration of the assessment process with feedback indicating that the majority of the mandatory security controls are already wholly or partly in place.
- 3.5 There will however have to be changes made to some of the processes and procedures that are currently common practice within the Council. These include some aspects of physical security of documents, access to computer systems, a ban on forwarding e-mails to unsecured accounts etc. Users of the GCSx will also have to sign a personal commitment statement to comply with the Code of Connection.

4. FINANCIAL IMPLICATIONS

- 4.1 A Capital budget for the Government Connect project was approved in 2006. The project has been delayed for a number of years due to Central Government uncertainties about how the project should be implemented. The Capital budget is now being spent to facilitate compliance with the Code of Connection. There are no other financial implications at this stage.

5. LEGAL IMPLICATIONS

- 5.1 None

6. COUNCIL OBJECTIVES

- 6.1 The proposals set out in the report link to the Council's Improvement objective.

7. RISK MANAGEMENT

- 7.1 The key risk associated with this project is failure to comply with the CoCo. Lack of compliance would result in the removal of access to the DWP Customer Information System which is used to conduct Benefit Assessments. Government Connect have already confirmed that from April 2009 three central government departments (Dept of Works and Pensions,

Dept for Children, Schools and Families and Communities and Local Government) will begin phasing out less efficient, robust or secure internet or postal based methods of communication with local authorities.

8. CUSTOMER IMPLICATIONS

- 8.1 Government Connect will ensure that customers personal and restricted information is held and used correctly. It will also ensure that customer data is transmitted to central government departments by means of secure approved network technologies.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

- 9.1 None

10. VALUE FOR MONEY IMPLICATIONS

- 10.1 There will be opportunities in the future to remove some systems that are currently used to connect to the DWP. However, removal of these small, low cost applications will not result in any significant savings.

11. OTHER IMPLICATIONS

Procurement Issues – None
Personnel Implications – None
Governance/Performance Management – None
Community Safety inc 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 via CMT
Executive Director - Partnerships and Projects	Yes via CMT
Assistant Chief Executive	Yes via CMT
Head of Service	Yes via CMT
Head of Financial Services	Yes via CMT
Head of Legal, Equalities & Democratic Services	Yes via CMT
Head of Organisational Development & HR	Yes via CMT
Corporate Procurement Team	No

13. WARDS AFFECTED

All wards

14. APPENDICES

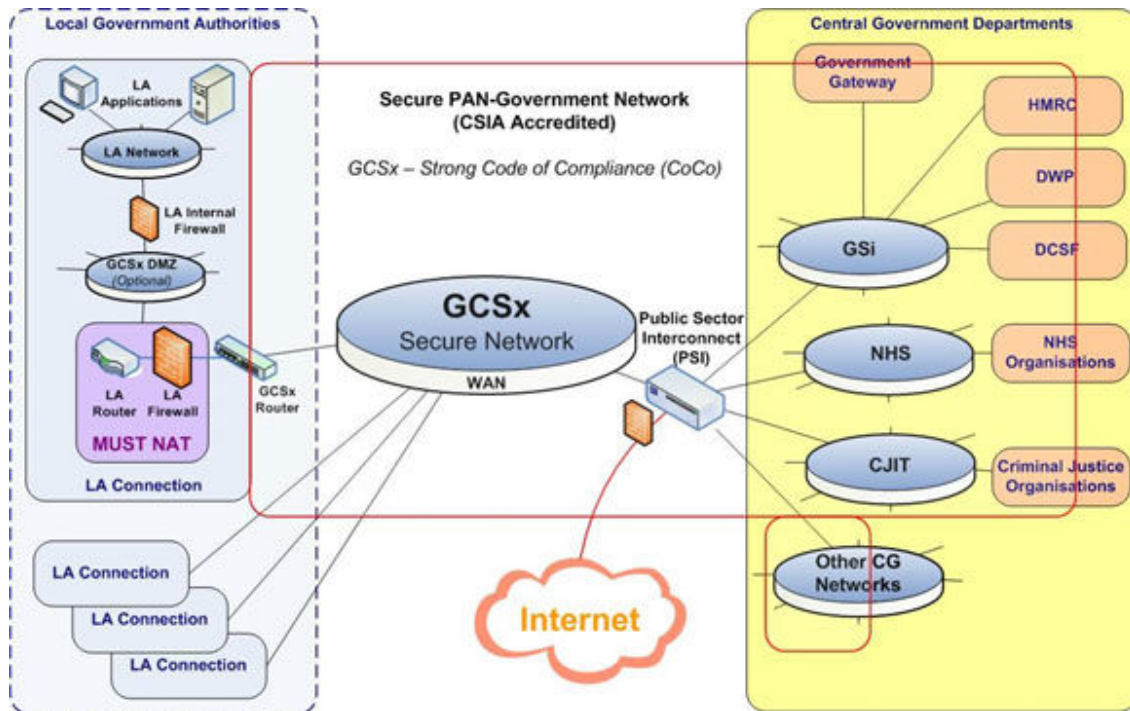
Appendix 1 – Network Diagram for GCSx

15. BACKGROUND PAPERS

None

CONTACT OFFICER

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BROMSGROVE DISTRICT COUNCIL

29TH APRIL 2009

CABINET

IMPROVEMENT PLAN EXCEPTION REPORT [FEBRUARY 2009]

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 February 2009 (Appendix 1).

2. RECOMMENDATION

- 2.1 That Cabinet consider and approves the revisions to the Improvement Plan Exception Report attached as Appendix 1, and the corrective action being taken.
- 2.2 That Cabinet note that for the 130 actions highlighted for February within the plan 86.2% of the Improvement Plan is on target [green], 2.3% is one month behind [amber] and 1.5% is over one month behind [red]. 10.0% of actions have been reprogrammed with approval,¹ reflecting the re-programming of the town centre actions (as a result of Parkside) and the re-programming of HR actions (as a result of JE implementation).
- 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.

¹ 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

3.3 There were four amber activities this month for the following areas of the Improvement Plan:-

Ref.	Council Plan Balanced Scorecard Reference	Number
CP4	Sense of Community	2
FP3	Financial Strategy	1
FP4	Financial and Performance Reporting	1
PR5	Planning	1

3.4 The re-programmed actions i.e. those that have been suspended or moved to a much later date in the Plan are:-

	Ref.	Action	Reason
1	1.2.2	Market redevelopment Hall	Suspended. Credit Crunch
2	1.4.2, 1.4.3, 1.4.4, 1.4.5, 1.4.6, 1.4.7	Market Hall negotiations.	Suspended. Credit Crunch.
3	2.1.3, 2.1.4, 2.1.5	Affordable housing SPD.	Suspended. RSS2.
4	3.3.1	Service data monitoring	Suspended. Expected to be introduced Spring 2009
5	4.1.5	Consultation for LSP neighbourhoods.	Re-programmed. Different approach agreed for 2009/2010.
6	4.3.11, 4.3.12, 4.3.15	Review of promotional materials	Suspended. Budget constraints
7	8.1.4	Market test treasury advisors	Reprogrammed. Credit crunch
8	15.2.4	Review and consult on the "Bromsgrove Way".	Suspended. Existing approach acceptable. Other HR&OD priorities.
9	15.3.1, 15.3.2, 15.3.3	"Bromsgrove Way" and competency framework for non-managers.	See above.
10	16.3.3	Review of harassment and bullying policy	Suspended. Pending JE implementation
11	16.4.5	Parental rights guide	Re-programmed. Pending JE implementation
12	18.1.2, 18.1.3	PDR process review.	Suspended. Pending JE implementation
13	18.3.1, 18.3.2, 18.3.3, 18.3.4, 18.3.5	Core competencies for all staff.	Suspended. Pending JE implementation

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	At CMT
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 February 2009

15. BACKGROUND PAPERS:

15.1 The full Improvement Plan for February 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.

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Exception Report for February 2009 Improvement Plan

Appendix 1

PROGRESS IN 2008/09

Overall performance as at the end of February 2009, 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%

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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	0	0%	RED	2	1.5%	RED			RED			RED			RED		
AMBER	4	3.6%	AMBER	3	2.3%	AMBER			AMBER			AMBER			AMBER		
GREEN	95	86.4%	GREEN	112	86.2%	GREEN			GREEN			GREEN			GREEN		
REPRO	11	10.0%	REPRO	13	10.0%	REPRO			REPRO			REPRO			REPRO		

Exception Report for February 2009 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 130 actions for February 2009, 5 actions have been extended with approval. This amounts to 3.8 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.

An Exception Report detailing corrective actions follows:

CP4: Sense of Community																			
Ref	February 2009 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.		We are now in negotiation with the Artrix regarding more general governance arrangements. We expect the SLA to be signed off in July														JG	Jul-08	Jul-09
4.3	Popularity of events programme																		
4.3.13	Establish monitoring & meeting arrangements set out in the SLA with the Artrix.	JG														At its February 2009 meeting the Artrix operating trust rejected the SLA proposed by BDC and have proposed a revised SLA. We are now in negotiation with the Artrix regarding more general governance arrangements. These discussions will involve addressing the gap between the SLA we require and the SLA they are prepared to accept. We expect the SLA to be signed off in July (i.e. 2009/10 Improvement Plan).			

CP4: Sense of Community																		
Ref	February 2009 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 year's 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	Jul-09
4.3	Popularity of events programme																	
4.3.14	Agree service improvement plan and targets based on SLA, previous year's performance and BDC user feedback out turns.	JG														See previous commentary (4.3.13) about governance and SLA.		

FP3: Financial Strategy																	
Ref	February 2009 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		
8.2.3	Commitment accounting reports available for budget holders				The reports for commitments will be in place for year end and included in future financial budget monitoring reports.										JLP	Sep-08	April-09
8.2	Implement the Purchase Ordering Processing System																
8.2.3	Commitment accounting reports available for budget holders	JLP														Due to delays in final implementation, the reports for commitments will be in place for year end (April 09) and will be included in future financial budget monitoring reports.	

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FP4: Financial and Performance Reporting																	
Ref	February 2009 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		
9.3.1	Monthly reporting to Portfolio Holders				Running but need to check on how these are working and re-activate Period 1 2009/10.										HB	Sep-08	April-09
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. New starter in place. Will reactivate for Period 1 2009/10 (i.e. April)	

PR5: Planning																	
Ref	February 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
	Maintain training programme every 12 weeks				Recruitment of Principal Planner to this role will enable this area to be addressed.										DH	Dec 08	March 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															Next training event to include enforcement. Recruitment of Principal Planner to this role will enable this area to be addressed- interviews to take place in early March.	

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