



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

WEDNESDAY 1ST JULY 2009 AT 6.00 P.M.

THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE

MEMBERS: Councillors R. Hollingworth (Chairman), G. N. Denaro (Vice-Chairman), Dr. D. W. P. Booth JP, J. T. Duddy, 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 meetings of the Cabinet held on 3rd June 2009 (attached) and 24th June 2009 (to follow) (Pages 1 - 6)
4. To receive the minutes of the meeting of the Overview Board held on 2nd June 2009 (Pages 7 - 12)
 - (a) To receive and note the minutes
 - (b) To consider any recommendations contained within the minutes
5. Minutes of the meeting of the Audit Board held on 8th June 2009 (Pages 13 - 14)
 - (a) To receive and note the minutes
 - (b) To consider any recommendations contained within the minutes
6. Minutes of the meeting of the Joint Overview and Scrutiny Board held on 9th June 2009 (Pages 15 - 16)
 - (a) To receive and note the minutes
 - (b) To consider any recommendations contained within the minutes

7. Minutes of the meeting of the Performance Management Board held on 15th June 2009 (Pages 17 - 20)
 - (a) To receive and note the minutes
 - (b) To consider any recommendations contained within the minutes
8. Town Centre - Update on Bus Station
9. Revised Joint Waste Management Strategy (Pages 21 - 30)
10. Travel Plan (Pages 31 - 50)
11. Improvement Plan Exception Report (April 2009) (Pages 51 - 64)
12. Improvement Plan 2009/2010 (Pages 65 - 114)
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

22nd June 2009

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

WEDNESDAY, 3RD JUNE 2009 AT 6.00 P.M.

PRESENT: Councillors R. Hollingworth (Chairman), G. N. Denaro (Vice-Chairman), Dr. D. W. P. Booth JP, J. T. Duddy, Mrs. M. A. Sherrey JP, R. D. Smith, M. J. A. Webb and P. J. Whittaker

Observers: Councillors D. L. Pardoe and C. B. Taylor

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

1/09 **APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Mrs. J. Dyer M. B. E.

2/09 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

3/09 **MINUTES**

The minutes of the meeting of the Cabinet held on 29th April 2009 were submitted.

RESOLVED that the minutes be approved as a correct record.

4/09 **SCRUTINY BOARD**

The minutes of the meeting of the Scrutiny Board held on 28th April 2009 were submitted.

The Cabinet was in support of the recommendations relating to the reduction of air pollution by addressing the problem of stationary vehicles with running engines (Minute No 27/08), but queried how regular communication with taxi drivers and operators could be achieved.

In relation to the recommendation relating to the implementation of a new bus station for Bromsgrove (Minute No 30/08), the Executive Director – Partnerships and Projects reported that some upgrading and improvements to the existing bus station were taking place in conjunction with the work on the toilet facilities. The County Council had previously indicated support for the undertaking of a multi modal study which would have included consideration of a new bus station. Unfortunately the study had not yet received approval from the County Council.

It was reported that there was to be a meeting of the Town Centre Steering Group shortly and the Executive Director – Partnerships and Projects undertook to request the Town Centre Project Manager to raise the issue of the study together with the overuse of the Taxi rank at the bus station.

RESOLVED:

- (a) that the recommendations contained at Minute No 27/08 be approved subject to officers giving consideration as to how regular communication with taxi drivers and operators can be achieved effectively;
- (b) that further consideration of the issues relating to a new bus station be deferred and that an item be included on the Agenda for the next Cabinet to report the outcome of discussions to take place at the next meeting of the Town Centre Steering Group;
- (c) that the remainder of the minutes be noted.

5/09 **PERFORMANCE MANAGEMENT BOARD**

The minutes of the meeting of the Performance Management Board held on 18th May 2009 were submitted.

It was noted that as part of the Board's consideration of the Customer First Strategy Review, concern had been expressed regarding the proposal within the action plan to eventually close the Cash Office at the Customer Service Centre.

The Head of Finance reported that whilst it was likely the Cash Office in its existing form would be closed, there would still be the opportunity to make cash payments and that this could be through an automated facility with assistance being offered by staff where required. It was also reported that the proposed change to the existing arrangements would need to be the subject of a further report including an Equality Impact Assessment.

RESOLVED that the minutes be noted and the recommendations contained at Minute No 6/09 be approved, subject to the discussion referred to above.

6/09 **LOCAL STRATEGIC PARTNERSHIP**

The minutes of the meeting of the Local Strategic Partnership held on 7th April 2009 were submitted.

RESOLVED that the minutes be noted.

7/09 **EQUALITY AND DIVERSITY FORUM**

The minutes of the meeting of the Equality and Diversity Forum held on 9th April 2009 were submitted. It was noted that the Forum and the associated

Disabled Users Group were providing valuable assistance and feedback on services to the Authority.

RESOLVED:

- (a) that the minutes be noted; and
- (b) that thanks be expressed to the members of the Forum for the work which they are undertaking.

8/09 **SHARED SERVICES BOARD**

The minutes of the meeting of the Shared Service Board held on 28th May 2009 were submitted.

RESOLVED that the minutes be noted.

9/09 **COMPREHENSIVE PERFORMANCE ASSESSMENT REPORT**

Consideration was given to a report on the outcome of the Comprehensive Performance Assessment. The report included the planned actions to address the recommendations made by the Audit Commission.

During the discussion of this item the Assistant Chief Executive referred to the importance of Members gaining a full understanding of the new Comprehensive Area Assessment process. Training would be arranged on the new system and it was important that all Members attended.

RESOLVED:

- (a) that the Council's significant improvement in moving from a Poor rating to a Fair rating in two years be noted;
- (b) that the further improvement which is still required in order to deliver the Council's vision of "working together to build a district where people are proud to live and work, through community leadership and excellent services" be recognised; and
- (c) that the recommendations made by the Audit Commission be noted and that the actions being taken to address these be approved.

10/09 **CUSTOMER FIRST STRATEGY REVIEW**

The Cabinet considered a report on the proposed adoption of a new Customer Access Strategy to replace the existing Customer First Strategy. During the discussion of this item Members paid tribute to the improvements in the Council's customer performance which had been achieved in particular at the Customer Service Centre but also within other areas of the Council.

RESOLVED:

- (a) that the significant improvement in the Council's customer performance over the last three years, in particular at the Customer Service Centre be noted;
- (b) that it be noted that whilst process times are generally much improved, customer satisfaction and staff satisfaction remain too low;

- (c) that the proposed updated corporate customer standards be approved and that these be inserted into each service business plan and be published to customers later in the year;
- (d) that the recommendation contained in the Comprehensive Performance Assessment report that "a culture of customer focus should be fully established at all levels within the Council" be noted;
- (e) that the Strategy's priorities for the year ahead be approved, together with the detailed action plan to support the delivery of these priorities;
- (f) that the Strategy scorecard 2009/2010, including the proposed customer measures be approved and that the distance the Authority still requires to travel in order to become an excellent Council be recognised.

11/09 **PLANNING POLICY GUIDANCE (PPG17) - OUTTURN**

The Cabinet considered a report on the operational implications arising from the PPG17 assessment in relation to the delivery of services within the Parks and Open Spaces section. The report sought to establish a set of key principles in respect of the planning, implementation, funding and delivery of the services affected by the review.

There was detailed discussion of the recommendations contained within each section of the report relating to various types of open space within the district.

RESOLVED:

- (a) that the recommended actions relating to Parks and Gardens contained within section 3.6 of the report be approved;
- (b) that the recommended actions relating to Amenity Green Spaces contained within section 3.7 of the report be approved;
- (c) that the recommended actions relating to Provision for Children and Young People contained within section 3.8 of the report be approved;
- (d) that the comments in respect of the recommended actions relating to Outdoor Sports facilities contained within section 3.9 of the report be noted;
- (e) that the recommended actions relating to Allotments contained within section 3.10 of the report be approved;
- (f) that the recommended actions relating to Cemeteries and Churchyards contained within section 3.11 of the report be approved, but that the work to be undertaken in respect of the first action also include the investigation of alternative possibilities such as cremation facilities;
- (g) that the recommended actions relating to Civic Space contained within section 3.12 of the report be approved; and
- (h) that in view of the significant volume of work to be undertaken over a period of time in relation to the implications arising from the PPG 17 study, a Work Programme be produced for consideration at a future meeting.

12/09 **SPORTS HUB PROVISION**

Consideration was given to a report on the proposed allocation of capital funding relating to the provision of Sports Hubs within the district. It was noted

that the report was linked to the Playing Pitch Strategy review contained within the Planning Policy Guidance (PPG17) assessment. It was also noted that the proposed expenditure was already contained within the approved Capital Programme.

Detailed consideration was given to the schemes within the report and it was

RESOLVED:

- (a) that the proposed schemes and projects as listed in section 3.15 of the report be approved;
- (b) that officers be requested to review the sections of the PPG17 report which relate to Playing Pitches and Outdoor Sports Facilities and to develop appropriate action plans to address the issues contained therein prior to the 2010/2011 football season. The review should include where appropriate the inclusion of additional funding bids within the forthcoming business planning cycle and the review of the Medium Term Financial Plan;
- (c) that the introduction of a "Bromsgrove First" approach to the pitch allocation and booking system be deferred to enable further consideration to be given to the possibility of avoiding any detrimental impact on Teams within the district; and
- (d) that the officers be requested to report separately on the possibility of undertaking work to improve the facilities at Boleyn Road.

13/09 **HEALTH AND SAFETY ROLES AND RESPONSIBILITIES FOR ELECTED MEMBERS**

The Cabinet considered a report on the need to raise the awareness of Members of their role in relation to Health and Safety issues following the newly issued guidance from the Institution of Occupational Safety and Health (IOSH). During the discussion it was suggested that consideration be given to the possibility of listing Members' statutory responsibilities, including Health and Safety, within the description of Members' Roles and Responsibilities.

RESOLVED:

- (a) that all Members be required to attend a mandatory training session based on the new IOSH guidance;
- (b) that Councillor R. D. Smith be appointed as the Council's Corporate Health and Safety Champion; and
- (c) that in accordance with the guidance from IOSH, a section addressing Health and Safety considerations be included within the standard Cabinet report format.

14/09 **IMPROVEMENT PLAN EXCEPTION REPORT (MARCH 2009)**

Consideration was given to the Improvement Plan Exception Report for March 2009, together with the corrective action being taken.

RESOLVED:

- (a) that the revisions to the Improvement Plan Exception Report together with the corrective actions being taken be noted and approved; and
- (b) that it be noted that for the 102 actions highlighted for March within the plan, 80.4 percent of the plan was on target (green), 3.9 percent was one month behind (amber) and 2 percent was over one month behind (red). In addition the actions which had been reprogrammed were listed in the report.

15/09 **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 minute on the grounds that it involves the likely disclosure of exempt information as defined in part 1 of Schedule 12A to the Act, as amended, the relevant paragraph of that part being as set out below and that it is in the public interest to do so.

Minute No
16/09

Paragraph
3

16/09 **SITE AT SHERWOOD ROAD**

Consideration was given to a report on land at Sherwood Road, Bromsgrove. Following discussion it was

RESOLVED:

- (a) that the proposed assignment of the leasehold interest in the property situate at Sherwood Road, Bromsgrove be approved;
- (b) that that the proposal to enter into a conditional contract relating to the surrender of the existing lease and the grant of a long lease with a third party developer be approved and that this be on terms to be agreed by the Executive Director – Partnerships and Projects in consultation with the relevant Portfolio Holders and the Head of Legal, Equalities and Democratic Services and the Head of Finance; and
- (c) that the proposal to enter into a long lease with a third party developer be approved and that this be on terms to be agreed by the Executive Director – Partnerships and Projects in consultation with the relevant Portfolio Holders and the Head of Legal, Equalities and Democratic Services and the Head of Finance.

(During the consideration of this item there was a short adjournment to enable the Monitoring Officer to advise Members).

The meeting closed at 8.20 p.m.

Chairman

Agenda Item 4

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE OVERVIEW BOARD

TUESDAY, 2ND JUNE 2009

AT 6.00 P.M.

PRESENT: Councillors Mrs. M. Bunker (not present during Minutes Nos. 10/09 to 13/09), S. R. Colella, Mrs. R. L. Dent (not present during Minutes Nos. 10/09 to 13/09), Mrs. J. M. L. A. Griffiths, Mrs. C. J. Spencer and L. J. Turner

Observers: Councillor D. L. Pardoe

Officers: Mr. T. Beirne, Mr. P. Street, Mr. M. Bell, Mr. J. Godwin, Mrs. S. Sellers and Mr. A. C. Stephens

1/09 **ELECTION OF CHAIRMAN**

RESOLVED that Councillor S. R. Colella be elected Chairman of the Board for the ensuing municipal year.

2/09 **ELECTION OF VICE-CHAIRMAN**

RESOLVED that Councillor Mrs. M. Bunker be elected Vice-Chairman of the Board for the ensuing municipal year.

3/09 **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

4/09 **DECLARATIONS OF INTEREST**

Councillor Mrs. J. M. L. A. Griffiths declared a personal interest in Minute No. 9/09 (Item 9 on the Agenda) in respect of the discussions as part of the Sports Hub Provision in that the Alvechurch Lions Football Club play on land owned by Alvechurch Parish Council, of which she is a Member.

5/09 **MINUTES**

The minutes of the meeting of the Overview Board held on 31st March 2009 were submitted.

RESOLVED that the minutes be approved as a correct record.

6/09 **CIVIL PARKING ENFORCEMENT**

The Head of Street Scene and Community addressed the meeting and informed Members that he would be submitting a report to Cabinet at the

meeting to be held on 29th July 2009 which would deal with issues relating to Civil Parking Enforcement.

Mr. Bell explained that there was a detailed and complicated process which had to be followed before Civil Parking Enforcement could be implemented, but added that the new system was anticipated to be introduced in conjunction with the regeneration proposals for Bromsgrove Town Centre. He stated that there were a number of issues which needed to be clarified with Worcestershire County Council which would, in turn, be reported to Members during the preparation and implementation processes.

Members of the Board expressed their concerns with the reasons for the Council having to introduce Civil Parking Enforcement but acknowledged that, in due course, there were benefits in terms of the parking pricing policy, the income which could be generated and the effects on car parking in general within the town centre.

RESOLVED that a draft copy of the report to be considered by Cabinet at its meeting to be held on 29th July 2009 be submitted to the next meeting of the Board on 7th July 2009 in order that:

- (a) Members can be informed further about the Civil Parking Enforcement requirements and the proposals to be considered; and
- (b) the comments of the Board on the draft report be forwarded to the Cabinet prior to making a decision.

7/09

OLDER PEOPLE TASK GROUP - UPDATE

At the invitation of the Chairman, Councillor Mrs. M. Bunker addressed the meeting and updated Members on the work of the Older People Task Group.

Councillor Mrs. Bunker stated that the Task Group had held only one meeting to date, on 12th May 2009 at which Members of the Group identified areas within their terms of reference which they wished the officers to investigate and research ahead of the next Task Group meeting. She added that, in order to give officers sufficient time to research the large subject area the Task Group covered, the next meeting would take place at the end of June 2009.

From the meeting of the Task Group held on 12th May 2009, recommendations were made to the Board in respect of the Council's involvement in the promotion of National Older People's Day on 1st October 2009.

The Board discussed the information communicated by Councillor Mrs. Bunker and considered the recommendations made by the Task Group.

RECOMMENDED:

- (a) that the Cabinet approve the promotion of the National Older People's Day on 1st October 2009 throughout the Council and via the Council's Communications Plan; and

- (b) that the Older People Task Group be authorised to oversee the promotion exercise to ensure a coordinated approach.

8/09 **ADDITIONAL TASK GROUP MEMBER - OLDER PEOPLE TASK GROUP**

The Board considered an additional membership form which had been completed for the Older People Task Group from Councillor S. R. Colella.

In considering the report, the Board were informed that, in relation to the size of Task Groups, the general rule was for between three and a maximum of seven Members in order to be able to carry out an effective scrutiny investigation. It was explained that this additional request would result in there being seven Members on the Older People Task Group.

RESOLVED that Councillor S. R. Colella be approved as an additional Member on the Older People Task Group.

9/09 **PPG17 OUT-TURN / SPORTS HUB PROVISION**

The Deputy Head of Street Scene and Community introduced the two reports to be considered by the Cabinet at its meeting to be held on 3rd June 2009.

(i) PPG17 Out-turn

Mr. Godwin stated that the report detailed work undertaken by the Local Development Framework Working Party which had considered a report on the findings of the Open Space, Recreation and Sports Needs Study. He stated that the initial study had been undertaken by Planning and Environment Services to assist Street Scene and Community Services in the development of long term strategies in relation to open space, sport and recreation within the district.

Mr. Godwin reported that the study had been undertaken in accordance with Planning Policy Guidance 17 (PPG17) and had covered ten categories of open space, sport and recreation facilities throughout the district, and set out the recommended quality and accessibility standards in respect of each category. The study was therefore to be used to help to ensure there is adequate provision of such open space and facilities.

Members then asked Mr. Godwin a number of questions in respect of some of the key areas / priorities identified within the report, including Parks and Gardens, Outdoor Sports Facilities and Allotments.

RESOLVED:

- (a) that the recommendations contained within the report to Cabinet at its meeting to be held on 3rd June 2009 be noted; and
- (b) that the recommendations made by Cabinet on 3rd June 2009 in respect of the report be referred back to the Board in 12 months'

time in order for Members of the Board to assess the delivery of services in respect of PPG17.

(ii) Sports Hub Provision

Mr. Godwin explained that the report in respect of the Sports Hub Provision was closely linked to the playing pitch strategy and outdoor sports facilities review contained within the PPG17 Out-turn report. It dealt with the proposed allocation of the Capital funding in relation to the Provision of Sports Hubs which formed part of the Council's Forward Capital Programme.

He stated that the report was essentially concerned with football pitch provision because the evidence from the PPG17 Out-turn report indicated that rugby and cricket clubs tend to benefit from better organisational structures and improved facilities in general. As a result, the Sports Hub Provision report was a starting point for the project as a whole with a view to improving quality of pitches throughout the district.

He summarised each of the scheme / project areas, stating how each area was considered justified under the aims of PPG17 and explained the reasons for the budget provision to each one. In addition, it was noted that the funding would not be provided without formal undertakings from the sports clubs referred to in the report agreeing to carry out the improvement works for which the funding has been.

Members questioned Mr. Godwin on the works to be carried out and the issues surrounding the provision of sporting facilities in general. The Board were also keen to note that, as well as the anticipated creation of additional football and other sports clubs throughout the district, the Council were also promoting the health issues to younger people to be involved in organised sporting events. Furthermore, Members were encouraged by the opportunities the proposals may have in respect of gaining favourable publicity that goes with the provision of sporting facilities.

RESOLVED:

- (a) that the Board welcomes and supports the proposals contained within the report to Cabinet at its meeting to be held on 3rd June 2009; and
- (b) that the Board expresses its appreciation of the work that has gone into the preparation of the report, and encourage officers and Members to promote and publicise the improvements which will be made to sports facilities within the district.

10/09 **FORTHCOMING CABINET DECISIONS**

The Executive Director - Services addressed the Board and updated Members on the following matters:-

(a) Arts Services Strategy

Mr. Beirne informed the Board that the current Arts Services Strategy would operate until the end of this year. He added that the Arts and Events Strategy for 2010/11 to 2013/14 was anticipated to be considered by Cabinet in December 2009 and would provide an overarching strategy for the future focussing on community events alongside those promoted by the Council.

(b) Contract and Procedure Rules

Mr. Beirne reported that the current Contract and Procedure Rules had been agreed by Council and were formally incorporated within the Council's Constitution. He stated that the update to the Contract and Procedure Rules which would be considered by Cabinet in April 2010 would take into account the work undertaken within the Financial Services Department during the financial year and would be updated to reflect the need for increased competition, sustainability and equality and diversity considerations.

(c) Council House Accommodation

Mr. Beirne informed the Board that preparatory work was on-going in advance of the decision to be made on any new Council House accommodation. He explained that whilst a new site had not yet been identified, an audit of requirements and facilities had already been conducted, together with determining the amount of office and storage space that would be required.

However, he added that it was still too early to give definite details due to the timescales involved, changes in working practices and potential sharing arrangements with partners and other agencies.

11/09 **FORWARD PLAN OF KEY DECISIONS**

Members of the Board gave consideration to the Forward Plan (for 1st June to 30th September 2009) which referred to the key and non-key decisions due to be taken by the Cabinet over the period covered by the Plan.

The Chairman questioned whether the Board might find it useful to examine the Local Neighbourhood Partnerships in the light of item no. 18 and the proposals relating thereto. However, it was suggested that an investigation into the two Local Neighbourhood Partnerships which had already been established in Alvechurch and Rubery would not fall within the terms of reference for the Overview Board and that, if such a request were to be received, it would be forwarded to the Scrutiny Board for consideration.

RESOLVED that the Forward Plan of key and non-key decisions due to be made during the period 1st June to 30th September 2009 be noted.

12/09 **ANTICIPATED REPORTS DUE TO BE CONSIDERED BY THE CABINET BETWEEN OCTOBER 2009 AND JUNE 2010**

Consideration was given to the list of anticipated reports within each service area which were due to be considered by the Cabinet between October 2009 and June 2010.

RESOLVED that the list of anticipated reports to be considered by Cabinet between October 2009 and June 2010 be noted.

13/09 **WORK PROGRAMME**

Members considered the items listed within the Work Programme for the Board.

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

The meeting closed at 8.05 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE AUDIT BOARD

MONDAY, 8TH JUNE 2009 AT 6.00 P.M.

PRESENT: Councillors D. Hancox, Ms. H. J. Jones, B. Lewis F.CMI, S. R. Peters,
C. R. Scurrell and E. C. Tibby

Observers: Councillor G. N. Denaro (Portfolio Holder for Resources) and
Councillor D. L. Pardoe

Officers: Ms. J. Pickering and Ms. P. Ross

1/09 **ELECTION OF CHAIRMAN**

RESOLVED that Councillor S. R. Peters be elected Chairman of the Board for the ensuing municipal year.

2/09 **ELECTION OF VICE-CHAIRMAN**

RESOLVED that Councillor B. Lewis F.CMI be elected Vice-Chairman for the ensuing municipal year.

3/09 **APOLOGIES**

No apologies for absence were received.

4/09 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

5/09 **MINUTES**

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

RESOLVED that the minutes be approved as a correct record.

6/09 **INTERNAL AUDIT PERFORMANCE AND WORKLOAD - QUARTER 4**

Consideration was given to a report that provided a summary of the current performance and workload of the Internal Audit Section. The Head of Financial Services provided a number of updates on the current status to date and gave a brief explanation on the timescales, procedures and the Audit Commission criteria followed to conduct an Audit Review. The Head of Financial Services responded to questions from Members and clarified that a joint model of delivering Internal Audit services across Worcestershire was being addressed as part of the Worcestershire Enhanced Two Tier (WETT)

Programme. This would include a review of best practice across the Councils within the scheme.

RESOLVED:

- (a) that the Head of Financial Services be tasked to present the following completed Audit Reviews to the Audit Board meeting in September 2009:-
 - ICT Services (including Helpdesk)
 - Payroll
- (b) that the current status and work completed on the 2008/2009 Audit Plan be noted and approved; and
- (c) that the work completed by the Internal Audit Section to March 2009 be noted.

7/09

RISK MANAGEMENT TRACKER QUARTER 4

Members considered a report which presented an end of year overview of Actions/Improvements as detailed in the Corporate and business area risk registers for the period 1st April 2008 to 31st March 2009. The Head of Financial Services highlighted the comparison of Internal Audit's predicted position rating (based on the number of Actions/Improvements completed in the first half of the year) with the actual end of year rating. Members were informed that for each business area the actual was the same or better than predicted.

Members requested that the Head of Financial Services be tasked to present the Financial Services risk register to the Audit Board meeting in September 2009.

RESOLVED that the progress to date against the Corporate and all business area risk register actions for the period 1st April 2008 to 31st March 2009, Quarter 4, be noted.

The meeting closed at 6.30 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE JOINT OVERVIEW AND SCRUTINY BOARD

TUESDAY, 9TH JUNE 2009 AT 6.00 P.M.

PRESENT: Councillors A. N. Blagg, Mrs. M. Bunker, S. R. Colella, R. J. Deeming, Mrs. R. L. Dent, B. Lewis F.CMI, D. L. Pardoe, Mrs. C. J. Spencer, C. B. Taylor, C. J. Tidmarsh and L. J. Turner

Invitees: Sarah Campkin

Observers: Councillor P. M. McDonald

Officers: Mrs. C. Felton, Mrs. S. Sellers and Ms. P. Ross

1/09 **ELECTION OF CHAIRMAN**

RESOLVED that Councillor S. R. Collella be elected Chairman of the Board for the ensuing municipal year.

2/09 **ELECTION OF VICE-CHAIRMAN**

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

3/09 **APOLOGIES**

An apology for absence was received from Councillor Mrs. J. M. L. A. Griffiths.

4/09 **DECLARATIONS OF INTEREST**

No declarations of interest or whipping arrangements were received.

5/09 **PETITION ON HOT FOOD TAKE AWAYS**

Members were asked to receive and consider a petition received from residents and shopkeepers within the Rubery area. The petition highlighted issues around late night opening of hot food take away establishments, including an increase in litter, crime and disorder and anti-social behaviour.

The Chairman welcomed Sarah Campkin, a shop owner in Rubery High Street to the meeting. Ms. Campkin informed the Board that the petition continued to be signed by residents with a further 1,000 signatures added. Ms. Campkin explained that residents and shopkeepers had expressed concerns that currently 14 out of 83 shops on the High Street were hot food takeaways with planning applications for 4 more hot food takeaways to be submitted to Bromsgrove District Council. Residents and shop owners were concerned that the late night opening of hot food takeaways was encouraging a night

time culture in a village environment. The Police had been made aware of concerns and issues such as windows being smashed and shopkeepers having to clean up debris and sanitise the area outside their shop premises. Ms Campkin also expressed concern that letters and a petition she had personally handed in to Bromsgrove District Council had been lost. The Monitoring Officer informed Ms. Campkin that she would receive a full explanation as to what had happened to the petition after the Council had received it. Ms. Campkin also invited Members to consider whether Bromsgrove District Council could adopt a moratorium on opening any more hot food takeaways. She stated that other Local Councils had done so for example with only 1 in 20 premises or a total of 6% of retail outlets being used as hot food takeaway establishments.

The Monitoring Officer briefly informed Ms. Campkin of the role of the Board. In summary, the Board could not scrutinise regulatory committees or regulations; it's role was to scrutinise and investigate the available options for future direction in policy review and development and make any relevant recommendations to the specific service areas.

At the Chairman's discretion, Councillor P. M. McDonald, Ward Member for Waseley, spoke in favour of the petition and raised concerns about recent planning applications and planning processes. He also expressed concern about a lack of enforcement resources to tackle hot food takeaways who were in breach of their licence by opening until 2:00am.

Following further discussion and questions from Members, the Senior Solicitor informed the Chairman that concerns and issues around hot food takeaways had been discussed during a recent meeting of the Scrutiny Board. Councillor C. B. Taylor informed the meeting that officers had been tasked to scope and provide further information on other authorities' policy guidelines on hot food takeaway stores. The Chairman invited Ms. Campkin to attend the next meeting of the Scrutiny Board at which officers would provide updates.

RESOLVED:

- (a) that, at the next meeting of the Scrutiny Board, the Board considers the following issues on hot food takeaways, as discussed by the Joint Overview and Scrutiny Board, namely: Litter, Enforcement and Crime and Disorder; and
- (b) that the Portfolio Holder for Economic Development be invited to attend the next meeting of the Scrutiny Board with regards to encouraging a wider range of retail shops in Rubery and throughout the District.

The meeting closed at 7.50 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

MONDAY, 15TH JUNE 2009 AT 6.00 P.M.

PRESENT: Councillors Mrs. M. Bunker (Vice-Chairman in the Chair), S. R. Colella, Mrs. J. M. L. A. Griffiths and Ms. H. J. Jones

Observers: Councillor G. N. Denaro

Officers: Mr. T. Beirne, Mr. H. Bennett and Ms. R. Cole

12/09 **APOLOGIES**

Apologies for absence were received from Councillors Mrs. A. E. Doyle and C. B. Taylor.

13/09 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

14/09 **MINUTES**

The minutes of the meeting of the Performance Management Board held on 18th May 2009 were submitted. The Assistant Chief Executive undertook to circulate members with information requested in minute 7/09 (c) and (d).

RESOLVED that the minutes be approved as a correct record.

15/09 **PERFORMANCE REPORT (APRIL 2009)**

The Board considered a report on the Council's performance at 30th April 2009.

During the discussion Members raised the issue of attendance at the Dolphin Centre and queried whether enough user information was available to officers. Higher quality and more detailed user information would enable targeted campaigns to be undertaken and particular groups to be reached. It was reported that whilst the spatial project could assist partially with this it was likely that a budget bid may be made in respect of specialist software which would enable more detailed information to be obtained. In addition it was stated that the target may require further consideration.

Members queried whether the new target of 10 days for the payment of invoices was achievable. It was noted that Value for Money and Procurement was increasingly important and that this would be included as part of the integrated Finance and Performance report.

There was also discussion on the issue of Shared Services and it was felt it would be helpful for a highlight report on progress with this project to be considered regularly by the Board, on a similar basis to that adopted previously in respect of the Spatial Project.

RESOLVED:

- (a) that it be noted that 52% of performance indicators were stable or improving;
- (b) that it be noted that 50% of performance indicators which have a target were meeting target as at the month end and were projected to meet their target at the year end;
- (c) that the performance figures for April 2009 as set out in Appendix 2 be noted;
- (d) that the particular areas of improvement as set out in section 3.5 of the report be noted;
- (e) that the particular areas of concern as set out in section 3.6 of the report be noted; and
- (f) that a highlight report on progress with the Shared Services project be submitted to the Board on a regular basis.

RECOMMENDED:

- (a) that in respect of the Dolphin Centre usage figures, the Portfolio Holder be requested to work with the Deputy Head of Street Scene and Community to consider the target and also the potential financial impact of any changes;
- (b) that with regard to the payment of invoices within 10 days, the Portfolio Holder be requested to discuss with the Head of Financial Services whether this is a realistic target.

16/09 **SICKNESS ABSENCE PERFORMANCE UPDATE**

The Board considered a report on the performance in relation to sickness absence as at 30th April 2009. The Portfolio Holder for Resources and the Executive Director - Services reported on the measures which were being taken to address this issue and answered questions from Members. It was noted in particular that additional training was being given to managers in undertaking return to work interviews and managing sickness.

Members requested information on short term and long term absences and in particular the effect of "stripping out" from the figures short term absences which go on to become long term absences.

RESOLVED that the report be noted and a further report be submitted at the end of the quarter covering all of the actions taken in relation to sickness absence, including the figures referred to above.

17/09 **COMPREHENSIVE PERFORMANCE ASSESSMENT REPORT**

The Board considered a report on the Comprehensive Performance Assessment (CPA), including the recommendations made by the Audit Commission and the planned actions to address these.

Whilst it was appreciated that there was still a need to move towards becoming an excellent Council, Members acknowledged the work undertaken by both officers and Members to enable the Council to progress from poor to fair in less than two years.

The Assistant Chief Executive reported that he felt it would be a useful exercise for the Board to visit two Councils who had progressed from weak to excellent in a short time period, in order to learn from their experiences.

The importance of understanding the Comprehensive Area Assessment regime was also discussed and it was confirmed a Member Briefing on this would take place on 24th September 2009.

RESOLVED:

- (a) that the significant improvement in the Council's CPA rating from poor to fair in less than two years be noted;
- (b) that it be recognised that fair is an average rating and that as the Council's vision remains "working together to build a district where people are proud to live and work, through community leadership and excellent services", there is still a considerable way to go in order to deliver this vision;
- (c) that the recommendations made by the Audit Commission together with the actions being taken to address these be noted.

18/09 **IMPROVEMENT PLAN EXCEPTION REPORT (APRIL 2009)**

Consideration was given to the Improvement Plan Exception Report for April 2009.

RESOLVED:

- (a) that the revisions to the Improvement Plan Exception Report together with the corrective actions being taken be approved;
- (b) that it be noted that for the 93 actions highlighted for April within the plan 76.3% of the Improvement Plan was on target (green), 5.4% was one month behind (amber) and 3.2% was over one month behind (red). The actions which had been reprogrammed with approval reflected the reprogramming of the town centre actions as a result of issues relating to Parkside and Network Rail, together with the reprogramming of Human Resource actions.

19/09 **WORK PROGRAMME 2009/2010**

Consideration was given to a report on the Board's proposed work programme for 2009/2010.

RESOLVED that the work programme be approved, subject to the inclusion of a report to the August meeting on a possible visit to two Councils who had moved from a poor to excellent rating, as referred to in minute 17/09.

Performance Management Board
15th June 2009

The meeting closed at 7.25 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

CABINET

1ST JULY 2009

REVISED JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY

Responsible Portfolio Holder	Councillor Mrs. M. A. Sherrey JP
Responsible Head of Service	Head of Street Scene and Community

1. SUMMARY

- 1.1 This report updates Members on progress of the Joint Municipal Waste Resource Management Forum in revising the Joint Municipal Waste Management Strategy.

2. RECOMMENDATION

- 2.1 That the Cabinet, subject to modifications made following public consultation, endorses the strategy.

3. BACKGROUND

- 3.1 The Joint Municipal Waste Management Strategy for Herefordshire and Worcestershire was developed by the Joint Waste Resource Management Forum. It was adopted by all the County and District Councils within the two counties in 2004. This strategy set down for the first time how all the Councils would work together in a coordinated manner to reduce the amount of waste being land-filled.
- 3.2 The present strategy, "Managing waste for a brighter future" was developed at a time when the amount of municipal waste collected and disposed of was increasing year on year. The strategy was founded on six key principles from which emanated eighteen key policies and eight specific targets. Applying the waste hierarchy, the strategy focused on restricting waste growth, increasing recycling and composting and reducing the amount of waste treated and ultimately disposed of to land-fill. The uppermost concern in producing this strategy was to meet restrictions on land-filling of municipal waste introduced under the Landfill Allowance Trading Scheme. Substantial financial penalties are incurred if restrictions are exceeded.
- 3.3 An integrated collection and disposal system known as the "Vision for Waste Collection" was central to future joint working. In this system, collection authorities would collect comingled dry recyclables and residual refuse from each household on alternate weeks. Comingled dry recyclables will be processed in an automated recycling facility, EnviroSort, currently under construction at Norton near Worcester. It was

planned that residual waste would be treated using an autoclave process capable of reducing its bulk and producing a usable fibre by-product. Planning permission was gained for autoclave plants at Hartlebury and Madley but it has not proved possible to conclude a satisfactory contractual arrangement to construct them.

- 3.4 This Council's recycling and waste management performance has improved steadily each year since we introduced district wide kerbside recycling and green garden waste collections in 2004. Our current recycling rate is forecast at almost 43% this year and the amount of residual waste we collect is reducing. Other Councils in Herefordshire and Worcestershire have also made substantial improvements which means that levels of municipal waste across the two Counties have begun to fall in recent years. Significant issues remain however, especially in relation to treatment and disposal of residual waste to meet future restrictions on land-filling.
- 3.5 The original strategy contained a commitment to regular formal review on a three yearly basis recognising the dynamic nature of both waste management legislation and technology. The Joint Waste Resource Management Forum commenced its review of the strategy in 2006 which has taken longer than originally anticipated due to delays in the refresh of overarching national government strategy.
- 3.6 Since the original strategy was developed and adopted, government has refreshed national waste strategy with the publication of Waste Strategy for England 2007. This focuses much more on the contribution made by waste collection, treatment and disposal to climate change. It also set out to break the link between economic growth and the growth in waste production, by seeing waste as a resource from which value can be derived. Targets for recycling, diversion of waste from land fill and recovery of value from waste set out in Waste Strategy for England are now more demanding than those established previously. The draft revised joint strategy takes on board this revised national position.
- 3.7 Since 2004, the issue of climate change has become of increasing concern and importance. Councils in Herefordshire and Worcestershire have adopted robust policies and strategies to meet obligations and targets placed upon them to contribute towards reducing their emissions of greenhouse gases and to mitigating the effects of climate change. New National Indicators require councils to measure their performance in relation to greenhouse gas emissions and adapting to climate change.
- 3.8 Statutory Guidance has been issued by central government on the production of joint municipal waste management strategies subsequent to the adoption of our original joint strategy. These strategies have also become subject to assessment in accordance with Strategic Environmental Impact Assessment legislation. These requirements have meant that it has been necessary to change the format of the strategy, which is also of considerably greater size.

- 3.9 The draft revised strategy now comprises a Headline Strategy and a series of detailed supporting Annexes as detailed within the appendices. Please note that this have not yet been finalised.

A full copy of the Strategy is available in the Member's Room or can be provided on request.

Annex A	Waste Growth projections (Draft)
Annex B	Waste Prevention Options Appraisal (Draft)
Annex C	Recycling & Composting Options appraisal (Draft)
Annex D	Residual Waste Options Appraisal (Draft)
Annex E	Scoping Report to inform Strategic Environmental Assessment (Draft)
Annex F	Strategic Environmental Assessment (Draft)
Annex G	Where are We Now (Draft)
Annex H	Feedback from public consultation & how the strategy was developed (Not yet complete)
Annex I	Action Plan (Not yet complete)
Annex J	Glossary and abbreviations (Draft)

- 3.10 The draft revised strategy builds upon the strengths and successes of the original strategy. Commitment to the waste hierarchy remains a key principle. This is reflected in policies focusing on reducing the amount of waste arising, increasing the proportion recycled and from which value is derived and minimising the amount of waste that is land-filled. These are described in more detail in Annexes B, C and D.

- 3.11 The “Vision for waste collection” has been replaced by a policy of providing a core service to all households of kerbside services for commingled recyclables and residual waste together with additional services for other waste streams that may be provided on a charged for basis. The previous blanket approach of alternating weekly collections has been replaced with a focus on waste reduction being achieved by all authorities increasing the amount recycled and restricting either residual waste collection frequency and/or container capacity.

- 3.12 The prescriptive approach to treatment of residual waste by an autoclave process has been removed from the draft revised strategy. There is now a new policy to increase diversion away from land fill supported by Annex D which provides a detailed appraisal for waste treatment options capable of increasing the value derived from the residual waste stream. The options appraisal in this Annex will inform the method for future treatment of residual waste, proposals for which are expected to come

forward from the Waste Disposal Authorities' contractor during the first half of 2009. The robustness of the strategy is important in supporting necessary applications for planning consent.

- 3.13 Targets within the draft revised strategy are presented on a pooled basis, aligned to the Worcestershire Local Area Agreement to which this Council is already committed. Each partner Council will have an identified contribution to meeting these targets which will, where necessary be reflected in an action plan for delivery of the strategy. This action plan is currently being drafted and will be presented for adoption with the final revised strategy following public consultation. This Council's contribution to meeting the pooled 43% recycling target by 31st March 2014 is already in place and will be further improved when co-mingled collections are introduced within the next 12 months.
- 3.14 Endorsement of this consultation draft revised strategy is being sought from all member Councils of the Joint Waste Resource Management Forum.
- 3.15 A verbal update of the results of the consultation will be given at the Cabinet meeting.

4. CONSULTATION

- 4.1 For the revised joint strategy to be credible and robust, it is essential to be able demonstrate that it has been subject to rigorous, extensive and properly balanced consultation with the public and interested parties. The Joint Waste Forum has adopted a sequential, structured approach using an initial series of focus groups to identify key issues that will then be explored and quantified through a sample survey. This will provide balanced and statistically valid feedback on the consultation draft enabling final refinement of the strategy document to fully reflect the views expressed by consultees. The sequential approach has been selected as this ensures that partners have opportunities at a number of stages to endorse the evolving document reducing risks of non-adoptions of the final strategy.
- 4.2 The consultation exercise will concentrate on the changes to the strategy arising from the review process. In particular this will focus on how the revisions have addressed the issue of climate change which has become of much greater significance since the original strategy was adopted (and on which many Forum partners have now taken robust policy positions). There will also be a focus on how the revised strategy has responded to the challenges posed in Waste Strategy for England 2007. It is not intended to consult upon aspects of the strategy that have not changed.
- 4.3 Independent specialists with appropriate knowledge and expertise in consultation on waste and environmental matters have been engaged to

lead this process. Support will be provided through existing technical and communications resources.

4. FINANCIAL IMPLICATIONS

- 4.1 In the medium term there are no further financial implications from this report. This Council has already included capital bids for different vehicles and new containers to facilitate the introduction of co-mingled collections in 2010.
- 4.2 Because we already operate a service that ensures a recycling rate in excess of 40% changes to the service will generate revenue savings in the medium term. These savings are already built into the medium term financial plan.

5. LEGAL IMPLICATIONS

- 5.1 This Strategy supports our contribution to meeting the Worcestershire Local Area Agreement target for diverting waste away from landfill (NI193).

6. COUNCIL OBJECTIVES

- 6.1 This Strategy will impact on both 'Improvement' and 'Environment' in the Council Objectives.

7. RISK MANAGEMENT

- 7.1 The main risks associated with the detail included in this report are:
 - That the process for dealing with the remaining residual waste (not yet determined) will not be agreed and consequently the facility will not be built. This will have an impact on the total tonnage of waste being landfilled and may attract financial penalties from central government.
 - That when agreed the building of the appropriate facility may be delayed with the same consequences as above.

8. CUSTOMER IMPLICATIONS

- 8.1 Changes to the collection system for co-mingled recyclates will improve the process for householders. It will also provide a greater storage capacity for recycled materials. (A 240 litre bin replacing a 55 litre and 44 litre box.)

9. EQUALITIES AND DIVERSITY IMPLICATIONS

- 9.1 The consultation draft revised strategy contains principles and policies relating to engagement of all groups within the community.

The consultation process is designed to ensure the views of all groups are sought, including hard to reach groups.

9.2 Equalities impact assessments will form part of the action plan to implement this strategy.

10. VFM IMPLICATIONS

10.1 The operation of a co-mingled collection system is far more efficient than the existing system resulting in savings in the cost of the service.

11. OTHER IMPLICATIONS

Procurement Issues:	Vehicle procurement.
Personnel Implications:	Yes. Changes to JD's
Governance/Performance Management:	
Community Safety including Section 17 of Crime and Disorder Act 1998:	None
Policy:	Yes introduction of Co-mingled collections
Environmental:	Yes. Climate change benefits and improved recycling and waste processing.

12. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Chief Executive	Yes
Corporate 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. APPENDICES

Appendix 1 Letter to County Council sent in response to Joint Waste Management Strategy Consultation

14. BACKGROUND PAPERS

Review of the Refuse Collection and Recycling Operation: Cabinet 2nd July 2008

Review of the Refuse Collection and Recycling Operation. Supplementary Report: Cabinet 3rd September 2008

CONTACT OFFICER

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Our ref:
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Mr Steve Birch
Head of Trading Standards, Scientific Services
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15th May 2009

Dear Steve

Response to JMWMS consultation – Bromsgrove District Council

This is the response from Bromsgrove District Council to the revised JMWMS following the Information evening for Members of Redditch Borough Council and Bromsgrove District Council that was held on 27th April 2009. We will forward a copy of the full minutes to you when they are finalised next week.

Bromsgrove District Council is supportive of the new Strategy and its broad aims, especially with regards to the continued commitment to the principle of the Waste Hierarchy, the Core Service, recognition of the importance of Climate Change and the need to ensure value for money. However, we do have concerns regarding the residual waste options appraisal and some of the assumptions that have been used to rank/prioritise the options. Our main concerns are that:

1. a fictional location for the treatment facility had to be used in calculating transport distances and other impacts;
2. costs of the out of county solution seem to be at odds with the costs of constructing an in county treatment facility;
3. we appreciate that weightings were not allocated to the criteria but feel that this is something that should be considered to ensure that this reflects the local conditions in Worcestershire/Herefordshire and is robust.

We also feel that regional waste solutions have not been fully explored or considered, including work being undertaken by Advantage West Midlands on behalf of RIEP looking at treatment solutions on a regional basis. This affects the robustness of the residual options appraisal and the decision making process regarding the preferred residual treatment solution. We would request

that once a site/sites has been identified formally, then the options are re-evaluated using the known location(s) and its associated impacts and that the work carried out by RIEP on regional waste solutions is fully considered and incorporated into the residual options appraisal.

Additionally, once there is a firm proposal regarding the location of the site(s) and the type of facility to be constructed, further consultation on the proposal will be necessary, to ensure the process is robust.

In conclusion, until the location and nature of the treatment solution is confirmed and the residual options appraisal is reassessed as outlined above, Bromsgrove District Council will be unable to fully endorse the revised JMWMS.

Yours Sincerely

Councillor Margaret Sherrey

Portfolio Holder Street Scene and Community

Representative on Member Waste Resource Management Forum

BROMSGROVE DISTRICT COUNCIL

CABINET

1 JULY 2009

BROMSGROVE DISTRICT COUNCIL TRAVEL PLAN

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

1. SUMMARY

- 1.1 This report contains the key findings of the survey conducted by Bromsgrove District Council of its elected members and employees travel habits in connection with their Council activities.

2. RECOMMENDATION

- 2.1 That Cabinet note the key findings detailed throughout the report;
- 2.2 That the Cabinet note the targets for travel habits for elected members and employees in connection with their Council activities;
- 2.3 That performance and implementation against the agreed targets be reported to and monitored by the Council's Climate Change Group and that an interim progress report be submitted to Cabinet in six months time with a full report on progress in twelve months.

3. BACKGROUND

- 3.1 The Council carried out a survey of travel habits of elected members and employees in connection with their Council activities.
- 3.2 The purposes of collecting data and information on travel habits undertaken by Bromsgrove District Council elected members and employees was to:
- establish information on the means used to travel to and from work and to carry out Council business;
 - ascertain attitudes to current travel habits and identify opportunities to change habits;
 - provide details that allow for assessing the feasibility of promoting travel habits that reduce carbon emissions.

- 3.3 Amongst the Council's national indicators is NI 185 which requires the Council to reduce its carbon emissions. The travel plan survey will contribute to performance through promoting travel habits designed to reduce the Council's carbon emissions.
- 3.4 Additionally the travel plan can contribute to people reducing their travel costs by promoting car sharing, cycling and walking. It will also aim to promote healthier lifestyles by encouraging healthier means of travel.
- 3.5 The travel plan survey was completed by 157 respondents.
- 3.6 A map is attached that details anonymously where the respondents live to assist in determining the feasibility of car sharing.
- 3.7 Most of the respondents (67%) worked at or from the Council Office. 57% of the respondents usually start work between 8 a.m. and 9 a.m. and 23% before 8 a.m.
- 3.8 49% of respondents leave work between 4.30 p.m. and 5.30 p.m. and 20% leave between 4 p.m. and 4.30 p.m.
- 3.9 Most of the respondents worked five days per week (76%) and over 70% of all respondents travel to work by car.
- 3.10 Of all respondents 25% live 2 miles or less from work and 32% live less than 5 miles from their place of work. Just over 70% of respondents take 30 minutes or less to travel to work with 37% taking less than 15 minutes.
- 3.11 Respondents were asked why they used their car to travel to work and reasons included needing car for work business and dropping family members at school or work.
- 3.12 Only the introduction of a home working policy or car sharing information would persuade people not to use their car although 39% of respondents said nothing would stop them using their car for work.
- 3.13 When asked further about car sharing 42% said they would consider car sharing and 8% said they already did car share.
- 3.14 The full survey results are contained in appendix one.
- 3.15 The information obtained from the survey provides indications of where the Council can set targets and plan actions to reduce its carbon emissions. It provides a guide to where habits could be amended or revised to reduce impact on the environment.
- 3.16 An important consideration for the Council will be to balance brought about by changes in travel habits with the impact on cost and outputs. For example, the inference from the survey is that pool cars would not have a significant impact on travel habits and there is evidence from elsewhere that authority's with pool cars are phasing them out. The cost of purchasing pool cars is also prohibitive. Similarly, few employees cycle to work

and it would appear personal safety has an influence on cycle usage. Therefore, without substantial investment in cycle lanes and showers and changing facilities at work, it is unlikely the number of people cycling to work will increase. The costs associated with these investments are not commensurate with the likely return. However, improving the location and provision of cycle sheds might have a marginal affect on cycling as might access to the county cycle purchasing and maintenance scheme.

- 3.17 The district is not well served by public transport and until there is a significant improvement in bus services and a better rail station the option of using public transport is limited.
- 3.18 Targets drawn from the travel survey results are as follows:
- Car sharing, particularly on an occasional basis, is viewed positively by over 40% of respondents. It is suggested that a target of 20 people car share at least once a month by March 2010. It is suggested that the County Car Sharing scheme is actively promoted and that three car parking bays at the Council Offices are dedicated to staff car sharing with another employee of the Council.
 - The idea of working from home is also viewed positively by nearly 67% of respondents. Currently some 22% of respondents work from home on an occasional basis. It is suggested that a target of 33% of staff work from home at least one day a month by March 2010. The idea of a nine day working fortnight is being investigated with extended hours during the nine days.
 - The number of people walking to work is relatively low with an average of 5% of respondents walking to work. This amounts to about 7 people. A target of increasing that figure to 14 people walking to work at least twice a week by March 2010 is proposed. However, it is suggested that discussions take place with staff about any changes necessary to promote walking.
 - Although cycling is the least popular mode of travelling to work 18% of the respondents indicated they would be interested in cycling to work either if they had some one to cycle with and / or had access to discounted bicycles or maintenance. A target of 5 people cycling at least twice a week to work is set for March 2010 and that discussions take place with staff about issues that would encourage them to cycle.
- 3.19 The issue of recording these targets is proposed. It is suggested that all staff have access to a travel to work sheet and those that car sharing, working from home, walking to work and cycling is recorded monthly. The forms will record the mileage saved, their car engine size and there will be a simple means to calculate the amount of carbon they have saved. This information will be collated and used towards measuring performance against NI 185.

3.20 An incentive to complete the forms will be devised. This may include a quarterly prize draw.

4. FINANCIAL IMPLICATIONS

4.1 The costs for pursuing the targets in the travel plan are small. The possibility of building a cycle shed may be considered, but the remaining recommendations can be met from within existing budgets.

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications.

6. COUNCIL OBJECTIVES

6.1 Clean streets and climate change is one of the Council's objectives and the travel plan is a part of tackling climate change. By revising travel habits a contribution can be made to reducing carbon emissions.

7. RISK MANAGEMENT

7.1 The central risk is that people will not change their travel habits. Car travel is convenient and generally reliable. It is easy to organise and is probably regarded as the simplest means of travel. Furthermore some employees travel significant distances to work and the option of public transport may not exist.

The means for mitigating these risks is to promote the car sharing scheme; the cycle discount purchase scheme; the option of home working and the financial and health benefits of using alternative means of travel.

8. CUSTOMER IMPLICATIONS

8.1 There are no direct customer implications.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 There are no direct implications.

10. VALUE FOR MONEY IMPLICATIONS

10.1 There may be some marginal gains by encouraging people to walk to places to carry out Council business as opposed to travelling by car.

11. OTHER IMPLICATIONS

Procurement Issues – None

Personnel Implications – There are significant implications if working from home is a requirement or is seen as essential to the pursuit of the post. However, the option of occasional home working has few personnel issues.
Governance/Performance Management – None
Community Safety including Section 17 of Crime and Disorder Act 1998 - None
Policy - This supports the policy of tackling climate change
Environmental – In attempting to change travel habits there could be a significant impact on environmental issues.

12. OTHERS CONSULTED ON THE REPORT

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

13. WARDS AFFECTED

All Wards

14. APPENDICES

Appendix 1 - Travel Plan Survey Results

15. BACKGROUND PAPERS

Not applicable

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Appendix 1

Bromsgrove Travel Survey 2008

Analysis of Results

January 2009

For more information contact:

Chris Baker

Research Officer

Research and Intelligence Unit, Worcestershire County Council

Email: cbaker1@worcestershire.gov.uk

Tel: 01905 768333

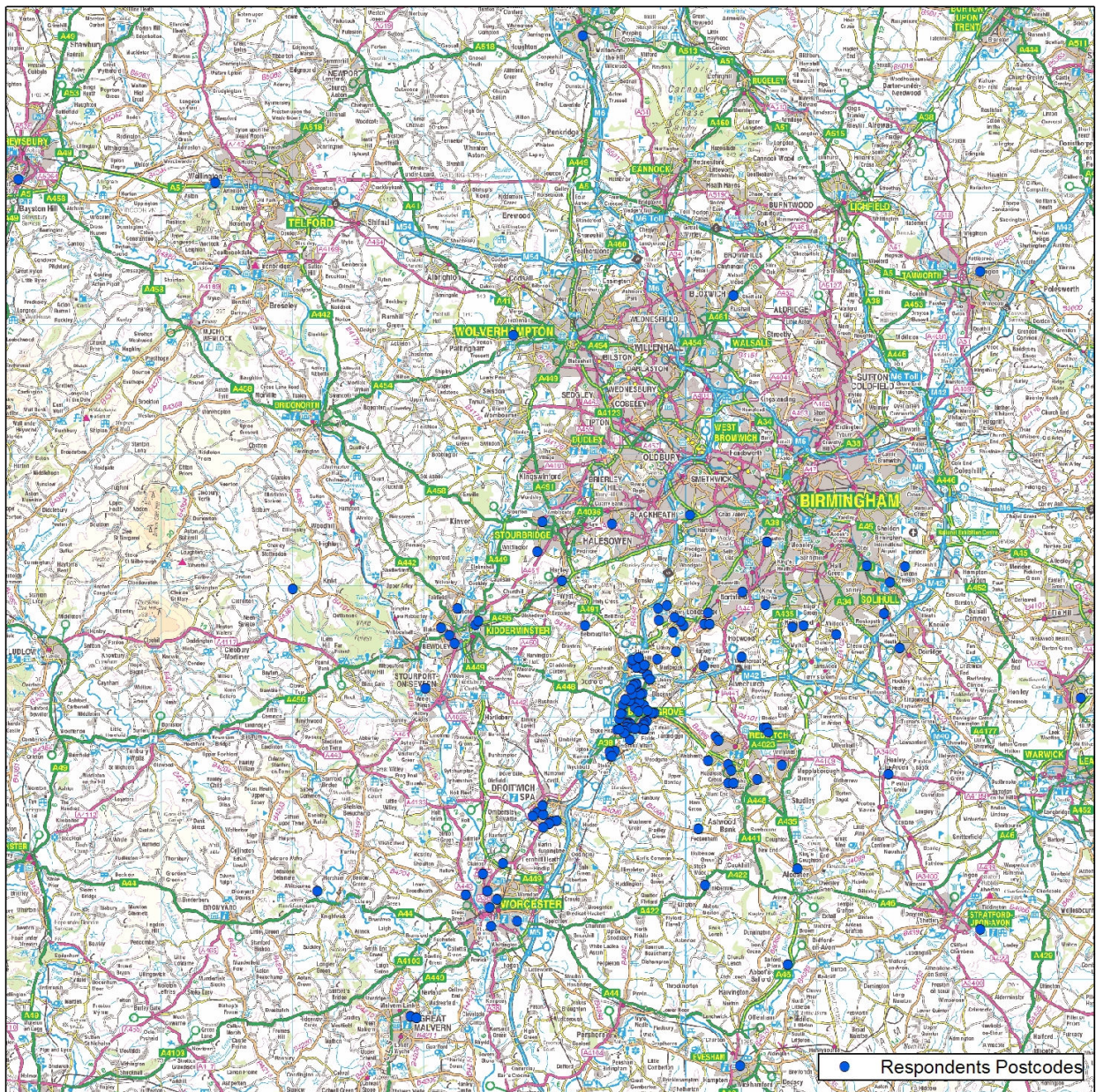
ANALYSIS

www.worcestershire.gov.uk/research

There were a total of 157 responses to the online survey.

Q1: What is your home postcode?

Figure 1: Map of Respondents Postcodes



Q2: What is your usual place of work?

Table 1

Location	Number of Responses	% of Total Responses
Council Office	104	66.2
Central Depot	32	20.4
CSC/Dolphin Centre	15	9.6
Other	6	3.6

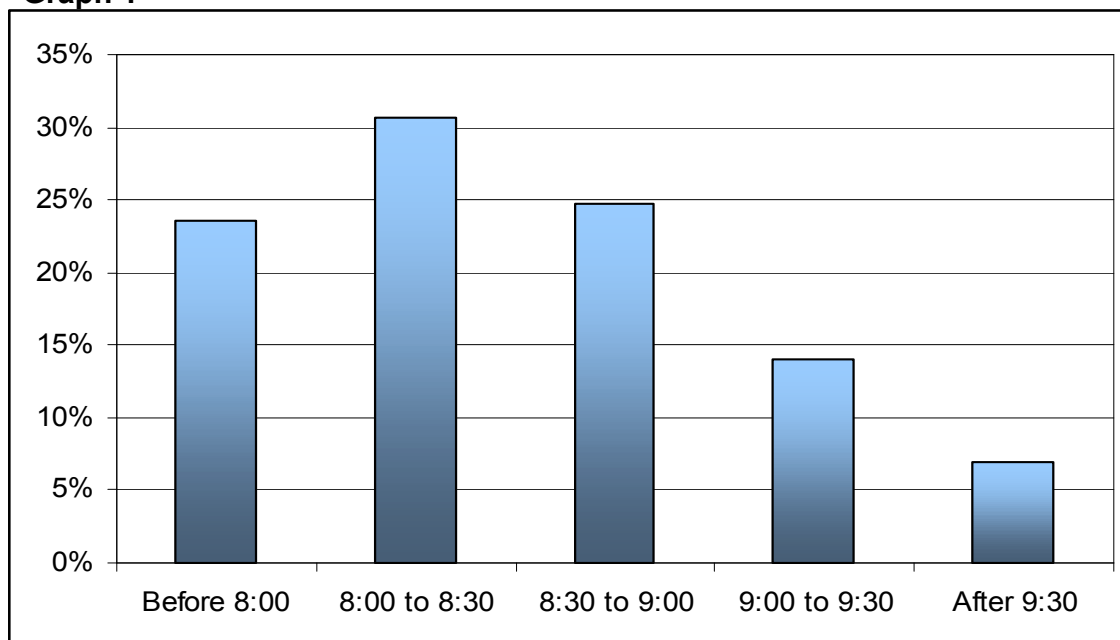
Two thirds of respondents work at the main Council Office and 20.4% are located at the Central Depot.

Q3: Do you have a disability which affects your travel arrangements?

98.7% of respondents stated they do not have a disability, which affects their travel arrangements.

Q4: What time do you usually start work?

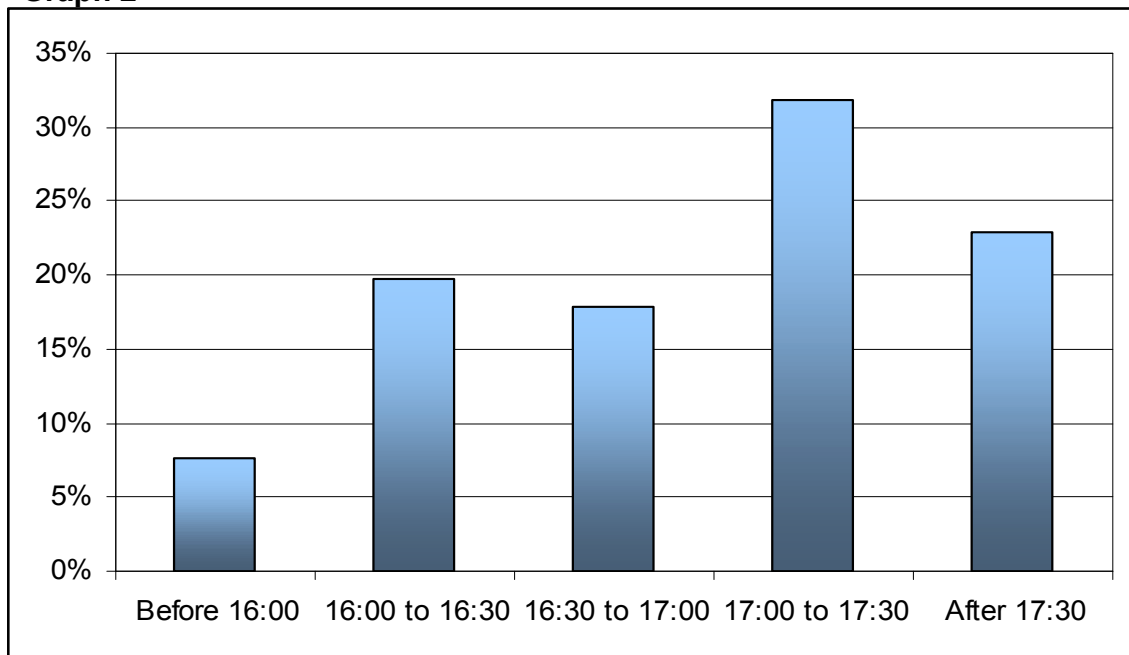
Graph 1



Most staff start work between 8.00am and 8.30am (30.6%), with the proportion decreasing as the morning progresses.

Q5: What time do you normally leave work?

Graph 2



The profile of times staff normally leave work is very much different to starting times. Nearly a third of staff (31.8%) normally leave work between 17.00 and 17.30.

Q6: How many days per week do you work?

Table 2

Days	Number of Responses	% of Total Responses
1	1	0.6
2	0	0.0
3	19	12.1
4	12	7.6
5	120	76.4
6	4	2.5
7	1	0.6

The majority of staff work a full week of 5 days (76.4%) followed by 12.1% who work 3 days per week or part-time.

Q7: How do you usually travel to work on each day of the week?

Table 3

Day	Car on own	Car with colleagues	Car with others	Motorcycle	Walk	Cycle	Bus	Train	N/A
Monday	73.8	9.7	5.5	2.1	4.8	0.7	2.1	0.0	1.4
Tuesday	73.8	9.4	4.7	2.0	4.7	0.7	2.0	0.0	2.7
Wednesday	70.9	9.3	6.6	2.0	6.6	1.3	2.0	0.0	1.3
Thursday	73.5	9.5	4.1	2.0	6.1	1.4	2.0	0.0	1.4
Friday	72.2	9.0	4.9	2.1	6.9	1.4	2.1	0.0	1.4
Saturday	Completed incorrectly								
Sunday	Completed incorrectly								

Almost three quarters of respondents usually travel to work in a car on their own each day of the week. Just under 10% of respondents usually car share with colleagues and 5% car share with others.

A small proportion of respondents use a motorcycle (2%), walk (5-6%), cycle (1%) or catch a bus (2%).

Q8: Does how you travel to work differ in winter or bad weather?

16.0% of respondents stated their travel does differ in the winter or bad weather.

Q9: If you use your car for work, please state the fuel type?

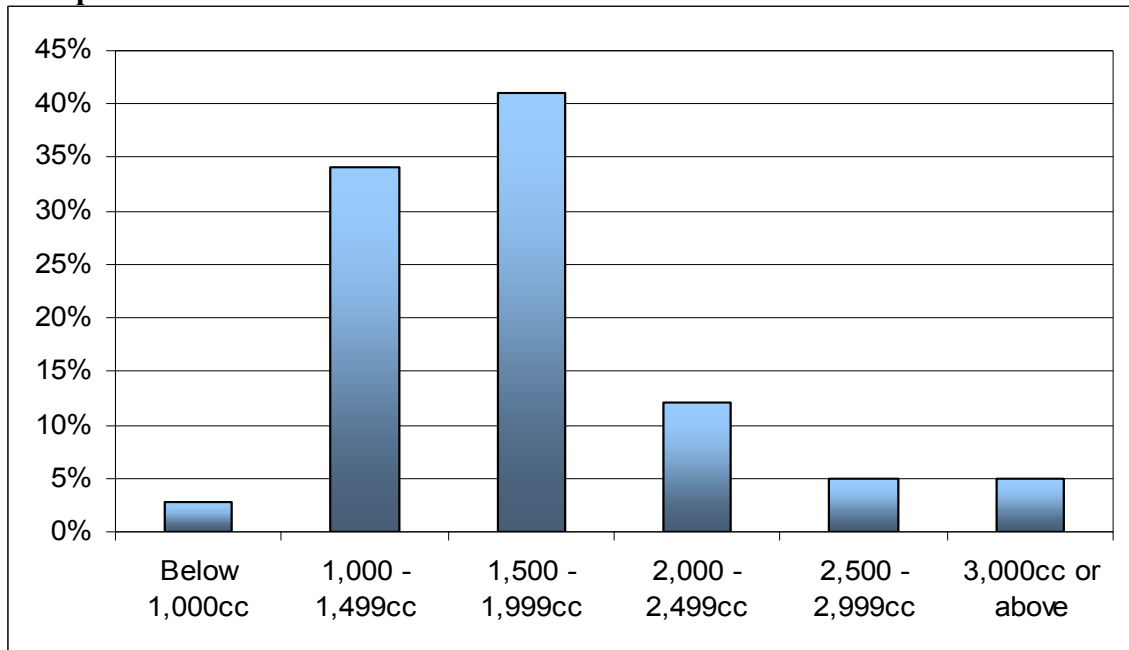
Table 4

Fuel Type	Number of Responses	% of Total Responses
Petrol	99	70.2
Diesel	40	28.4
LPG	2	1.4
Petrol Hybrid	0	0.0
Other	0	0.0

Nearly all staff drive either a petrol (70.2%) or diesel (28.4%) powered car.

Q10: What is the engine size of your car?

Graph 3



41.1% drive a car with an engine size between 1,500cc and 1,999cc, followed by 34.0% who stated 1,000cc – 1,499cc. 22.1% of respondents commented they drive a car with an engine size of 2,000cc or greater. Finally just 2.8% have an engine size below 1,000cc.

Q11: What would be your preferred method of travel if different from your usual?

Table 5

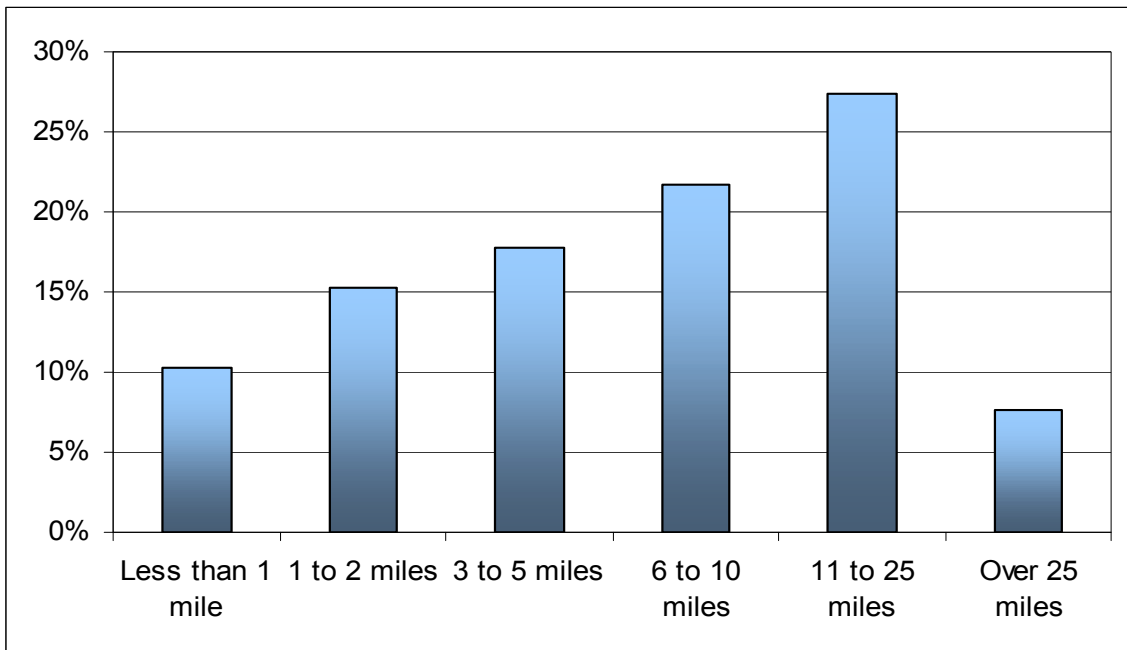
Preferred Method	Number of Responses	% of Total Responses
Car on own	27	19.4
Car with colleagues	40	28.8
Car with others	12	8.6
Motorbike	5	3.6
Walk	25	18.0
Cycle	10	7.2
Bus	8	5.8

Train	12	8.6
-------	----	-----

Most respondents said their preferred method of alternative travel would be car sharing with colleagues, 28.8%, followed by 19.4% and 18.0% who stated they would use a car on their own or could walk to work, respectively.

Q12: Approximately how many miles do you travel from your home to your place of work? (one way in miles)

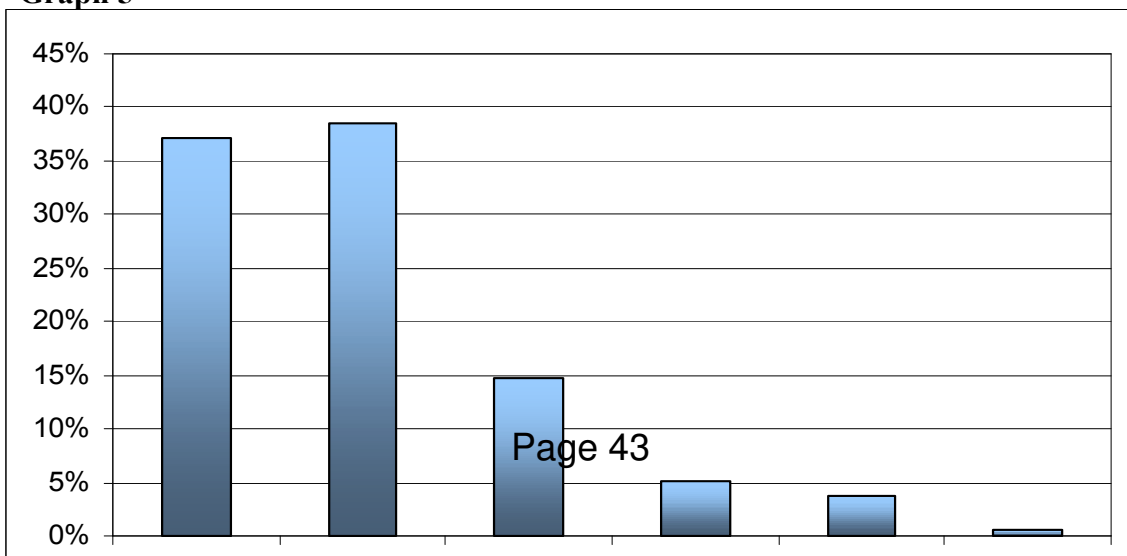
Graph 4



Just over a quarter (27.4%) of staff travel between 11 and 25 miles from home to work, decreasing linearly down to 10.2% who travel less than a mile. 7.6% of respondents have a daily one-way commute of over 25 miles.

Q13: Approximately how long does it currently take you to get to work?

Graph 5



Most respondents take 0-15 minutes or 15-30 minutes to get to work, 37.2% and 38.5% respectively.

4.4% of respondents stated it takes them over an hour to commute to work.

Q14: What are your main reasons for driving into work?

Table 6

	Number of Responses	% of Total Responses
Need the car for work during the day	53	37.6
Dropping family member off	30	21.3
Distance from home too great to walk/cycle	65	46.1
I can arrive and leave work when I want	59	41.8
No one to car share with	17	12.1
No public transport or it takes too long	51	36.2
Personal safety	4	2.8
Car needed because of ill health	1	0.7
Cheaper than public transport	14	9.9
More reliable than public transport	36	25.5
Other	17	12.1

The most common reasons given for driving into work are distance from home too great to walk/cycle (46.1%), convenience of arriving and leaving when staff wish (41.8%) and need car for work during the day (37.6%).

Q15: What would encourage you NOT to use your car?

Table 7

	Number of Responses	% of Total Responses
Information on car sharing	20	15.0
Information on bus/train times and routes	0	0.0
Car parking charges	4	3.0
Shuttle service to and from rail/shuttle	4	3.0
Taxi home in an emergency	4	3.0
Home working policy	49	36.8

Nothing	52	39.1
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The majority of staff (39.1%) stated nothing would encourage them not to use their car, followed closely by 36.8% who stated a home working policy.

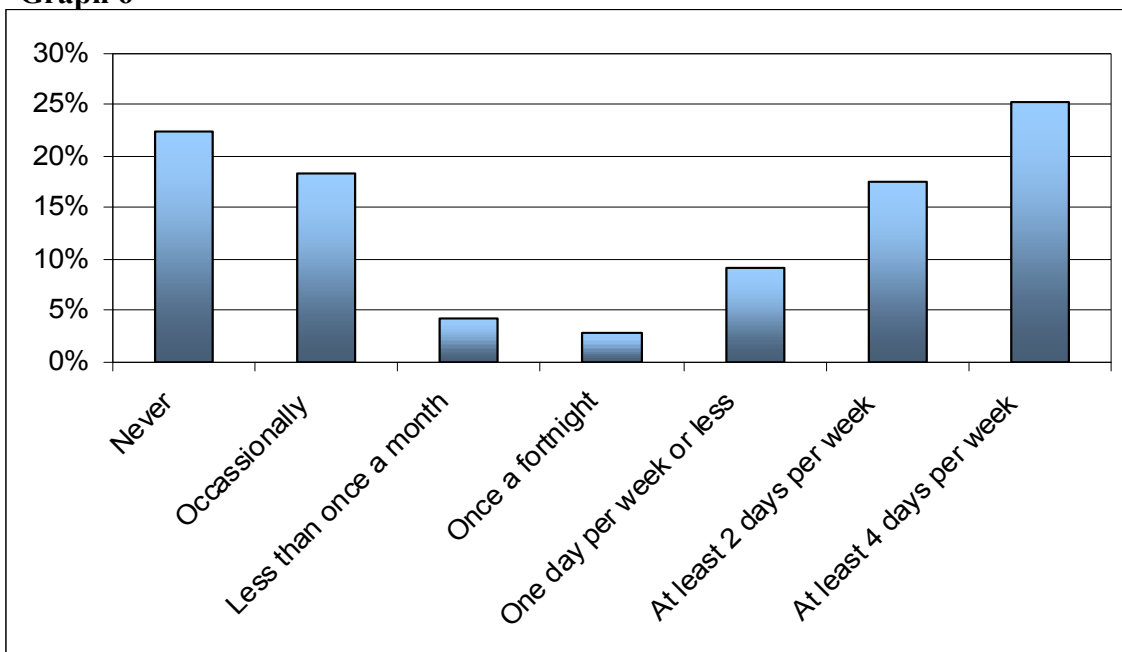
Q16: Do you ever work from home?

Just under a quarter of respondents (21.7%) said they have worked from home.

Of those respondents who have worked from home, the number of days per month ranges from 1 to 25, with an average of 3.2 days.

Q17: On average how often do you use your car alone for work journeys?

Graph 6



A quarter of staff use their car alone at least 4 days per week for work journeys, but conversely 22.5% stated they never use their car alone.

Q18: How many miles per month (on average) do you travel whilst on 'work business'?

The number of miles travelled whilst on 'work business' ranges from 0 to 900. The average mileage per month for all respondents that replied is 87.

Q19: Would you be prepared to car share?

42.4% of employees commented they would be prepared to car share, with around half (49.7%) stating they wouldn't. 7.9% of respondents already car share.

Q20: Which TWO of the following would most encourage you to car share or make your car sharing easier?

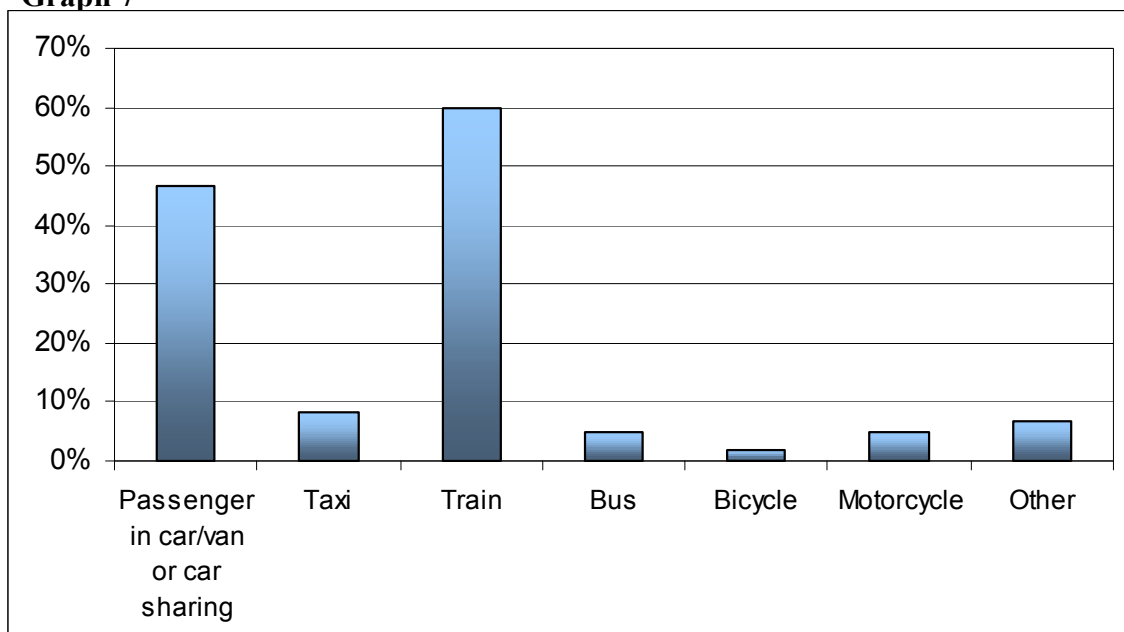
Table 8

	Number of Responses	% of Total Responses
Taxi home in emergency	38	26.8
Reserved parking for car sharers	13	9.2
Pool car provided for business trips during the day	37	26.1
Help in finding car sharers similar working patterns	58	40.8
Other	6	4.2
None of the above	51	35.9

The two most popular options that would encourage people to car share or make car sharing easier are help in finding car sharers with similar working patterns (40.8%) and nothing would encourage respondents (35.9%).

Q21: Do you use any other transport for business related travel?

Graph 7



60.0% of respondents have used the train at some point for business related travel, followed by 46.7% who have been a passenger in a car/van or car shared. A small proportion of respondents stated they had used a taxi, bus, bicycle or motorcycle.

6.7% have used an 'Other' mode of transport and the comments made were walk, pick-up truck and business class flights.

Q22: Which of the following would encourage you to cycle to work?

Table 9

	Number of Responses	% of Total Responses
Cycle purchase scheme	23	14.9
Improved showers/changing facilities	28	18.2
Lockers	21	13.6
Covered cycle stands	22	14.3
Cycle and pedestrian paths	32	20.8
None of the above	100	64.9

Almost two thirds of staff wouldn't be encouraged by any incentives to cycle to work. However, between 13% and 21% of respondents who be encouraged to cycle due to the options listed.

Q23: Below is a list of other possible ideas that could be introduced at your work place to reduce the number of journeys made commuting to and from work and for work related journeys.

Table 10

	Number of Responses	% of Total Responses
Condensed working hours (such as a 9 day fortnight)	62	47.0
Working from home	88	66.7
Someone to walk/cycle/ catch bus with	7	5.3
Cheaper bicycles (Council discount)	17	12.9
Use of taxi to train station for business trips	5	3.8
Lease or loan to convert car to alternative	6	4.5
Car parking charges	1	0.8
Council pool cars	27	20.5
Discounted bus travel	21	15.9

Other incentives	7	5.3
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Working from home is the most common response, with two thirds of respondents stating this option as an idea to reduce number of journeys made commuting to and from work. Condensed working hours (47.0%), council pool cars (20.5%) and discounted bus travel (15.9%) where the next most popular ideas.

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BROMSGROVE DISTRICT COUNCIL

1ST JULY 2009

CABINET

IMPROVEMENT PLAN EXCEPTION REPORT [APRIL 2009]

Responsible Portfolio Holder	Councillor Roger Hollingworth, Portfolio Holder for the Improvement Plan
Responsible Officer	Hugh Bennett Assistant Chief Executive
Non Key Decision	

1. SUMMARY

- 1.1 To ask the Cabinet to consider the Improvement Plan Exception Report for April 2009 (Appendix 1).

2. RECOMMENDATION

- 2.1 That the Cabinet considers and approves the revisions to the Improvement Plan Exception Report attached as Appendix 1, and the corrective action being taken.
- 2.2 That the Cabinet notes that for the 93 actions highlighted for April within the plan 76.3% of the Improvement Plan is on target [green], 5.4% is one month behind [amber] and 3.2% is over one month behind [red]. The actions that have been reprogrammed with approval¹ reflect the re-programming of the town centre actions (as a result of Parkside & Network Rail) and the re-programming of HR actions.
- 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 was designed to push the Council through to a rating of Fair during 2008.
- 3.3 There were five amber and three red activities this month for the following areas of the Improvement Plan:-

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

Ref.	Council Plan Scorecard Reference	Balanced	Number
CP1	Town Centre		1
CP4	Sense of Community		2
FP1	Value for Money		1
FP3	Financial Strategy		2
PR5	Planning		1
HR & OD 2	Modernisation		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 Hall redevelopment	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, 4.1.13	Consultation for LSP neighbourhoods.	Re-programmed. Different approach agreed for 2009/2010.
6	4.3.11, 4.3.12, 4.3.14, 4.3.15	Review of promotional materials / Artrix	Suspended. Budget constraints / SLA delays
7	14.3.5	Submission Core Strategy	Reprogrammed. Delays with RSS review.
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	16.1.9	Gap analysis	Suspended. Pending shared service business case.
11	16.3.3	Review of harassment and bullying policy	Suspended. Pending JE implementation
12	16.4.5	Parental rights guide	Re-programmed. Pending JE implementation
13	18.1.2, 18.1.3, 18.1.4	PDR process review.	Suspended. Pending JE implementation
14	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 April 2009

15. BACKGROUND PAPERS:

15.1 The full Improvement Plan for April can be found at www.bromsgrove.gov.uk under meetings Minutes and Agendas. A hard copy is also left in the Members' Room each month.

CONTACT OFFICER

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Exception Report for April 2009 Improvement Plan

Appendix 1

PROGRESS IN 2008/09

Overall performance as at the end of April 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	3	2.9%	RED	3	3.2%	RED			RED		
AMBER	4	3.6%	AMBER	3	2.3%	AMBER	5	4.9%	AMBER	5	5.4%	AMBER			AMBER		
GREEN	95	86.4%	GREEN	112	86.2%	GREEN	80	78.5%	GREEN	71	76.3%	GREEN			GREEN		
REPRO	11	10.0%	REPRO	13	10.0%	REPRO	14	13.7%	REPRO	14	15.1%	REPRO			REPRO		

Exception Report for April 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.*
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* 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 93 actions for April 2009, 5 actions have been extended with approval. This amounts to 5.4 percent of the original actions scheduled for this month. Extended actions are shown with hatched marking and extend the timescale of a current or ongoing action on the Improvement Plan.

An Exception Report detailing corrective actions follows:

CP1: Town Centre																	
Ref	April 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		
1.7.3	Obtain planning permission.				Network Rail require the scheme to be a permitted development. QC advice has been provided that this may not be possible. Meeting held with Network Rail. Separate QC advice now being sought by Network Rail to back their desire to treat the scheme as a permitted development.										HB	Apr 09	TBC
41.7	Agree funding and planning permission for train station redevelopment, with transport links to the town centre																
1.7.3	Obtain planning permission.	HB															The Regional Transport Partnership's has submitted its Regional Funding Advice to the Department of Transport. Formal approval is now required by the Secretary of State and is expected in July 2009. All the dates in the existing programme can now be re-programmed into the 2009/2010 plan on the basis of this funding approval expected in July. Network Rail also need to approve the Scheme. This is expected in May, but Network Rail require the scheme to be a permitted development. QC advice has been provided to the Council (and onto Network Rail) that this may not be possible. Meeting held with Network Rail. Separate QC advice now being sought by Network Rail to back their desire to treat the scheme as a permitted development.

CP4: Sense of Community																		
Ref	April 2009 Action		Colour	Corrective Action												Who	Original Date	Revised Date
4.1.10	Go live			Meetings planned with Hagley and Charford Members in June. Business case to July Cabinet.												HB	Apr 09	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action			
4.1	Neighbourhood management																	
4.1.10	Go live	HB													Meetings planned with Hagley and Charford Members in June. Business case to July Cabinet.			

CP4: Sense of Community																	
Ref	April 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.				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 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. Officers have now completed the review of the documents to identify discrepancy and will be meeting with the portfolio holder in May to agree our position prior to re opening discussion on this matter. We expect the SLA to be signed off in July (i.e. 2009/10 Improvement Plan).		

FP1: Value for Money																	
Ref	April 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		
6.2.6	Quarterly report to PMB to assess the effectiveness of the alternative methods of service delivery e.g.- transfer to leisure trust, payroll service provision				Due to delays in payroll transfer report on effectiveness to be prepared when service has run for 12 months (Sept 09). Leisure trust no longer to be delivered by trust.										JLP	Apr-09	Sep-09
6.2	Alternative methods of service delivery, to include revisiting the shared services/ joint working agenda																
6.2.6	Quarterly report to PMB to assess the effectiveness of the alternative methods of service delivery e.g.- transfer to leisure trust, payroll service provision	JLP														Due to delays in payroll transfer report on effectiveness to be prepared when service has run for 12 months (Sept 09). Leisure trust no longer to be delivered by trust. This action therefore needs to be suspended and re-programmed to the new improvement plan.	

FP3: Financial Strategy																	
Ref	April 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		
8.1.4	Market test treasury advisors to ensure VFM achieved				Due to advice and support received from current service providers and the current economic climate of investments it has been agreed to defer the market testing to April 10.										JLP	Apr-09	May-09
8.1	Treasury Management																
8.1.4	Market test treasury advisors to ensure VFM achieved	JLP														Due to advice and support received from current service providers and the current economic climate of investments it has been agreed to defer the market testing to April 10. This action therefore needs to be suspended and re-programmed to the new Improvement Plan.	

FP3: Financial Strategy																	
Ref	April 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	Jun-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 1 st quarter monitoring statements (end June 2009).	

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PR5: Planning																	
Ref	April 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		
14.5.1	Maintain training programme every 12 weeks				Recruitment of Principal Planner to this role will enable this area to be addressed.										DH	Dec 08	June 09
14.5	Maintain Greenbelt through enforcement and upheld appeals																
14.5.1	Maintain training programme every 12 weeks	DH														Next training event to cover enforcement. Recruitment of Principal Planner to this role will enable this area to be addressed – Interviews have taken place and appointment made. Start date 15 th June 2009.	

HR & OD 2: Modernisation																	
Ref	April 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
16.1.5	Workforce skills audit				The original approach to this audit (on which we took external advice) has not produced the required information. We are currently re-thinking our approach, which needs careful consideration within the context of shared services and Single Status.										HP	Mar 09	TBC
Ref.	Action	Lead			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
16.1	Workforce Planning																
16.1.5	Workforce skills audit	HP														Currently re-thinking approach..	

BROMSGROVE DISTRICT COUNCIL

CABINET

1ST JULY 2009

NEW IMPROVEMENT PLAN 2009-2010

Responsible Portfolio Holder	Cllr. Roger Hollingworth, Portfolio Holder for the Improvement Plan
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive
Non-Key Decision	

1. SUMMARY

- 1.1 To provide the Cabinet with a draft version of the new Improvement Plan 2009-10 for consideration (Attached as Appendix 1).

2. RECOMMENDATION

- 2.1 That the Cabinet consider the actions and timescales Heads of Service submitted for inclusion in the draft Improvement Plan and recommend any alterations, additions or amendments that should be made to the Improvement Plan before it becomes live in July 2009.

3. BACKGROUND

- 3.1 The new Improvement Plan is based on the key deliverables and outcome measures detailed in the Council Plan 2009-10. It is monitored each month on an exception basis and focuses on Council delivery across the Council's priorities and across financial, process and human resources perspectives. As was the case in 2008-09, Heads of Service have been asked to populate the Improvement Plan with the major actions that will be undertaken by their service in the 12 months from July 2009. CMT should therefore ensure that all major areas of work are covered by the Improvement Plan in sufficient detail, and that appropriate and realistic timescales are allocated.

4. FINANCIAL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

5.1 There are no legal implications associated with the development of the new Improvement Plan.

6. COUNCIL OBJECTIVES

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

7. RISK MANAGEMENT

7.1 The 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	FP1: Managing Finances FP2: Governing the Business FP3: Managing Resources
KO2: Effective corporate leadership	FP1: Managing Finances FP2: Governing the Business FP3: Managing Resources FP4: Managing Performance PR2: Political Governance
KO3: Effective Member / Officer relations	PR2: Political Governance HROD1: Learning & Development
KO4: Effective Member / Member relations	PR2: Political Governance HROD1: Learning & Development
KO5*: Full compliance with the Civil Contingencies Act and effective Business Continuity	FP2: Governing the Business
KO6: Maximising the benefits of investment in ICT equipment and training	PR1: Customer Processes
KO7: Effective partnership working	PR4: Improved Partnership Working
KO8: Effective communications (internal and external)	PR1: Customer Processes FP1: Managing Finances FP4: Managing Performance
KO9: Equalities and diversity agenda embedded across the Authority	CP3: Sense of Community FP4: Managing Performance
KO10: Appropriate investment in employee development and training	FP3: Managing Resources HROD1: Learning & Development HROD2: Modernisation HROD3: Positive Employee Climate
KO11: Effective employee recruitment and retention	FP3: Managing Resources HROD2: Modernisation HROD3: Positive Employee Climate
KO12: Full compliance with all Health and Safety legislation	FP2: Governing the Business HROD2: Modernisation

	HROD3: Positive Employee Climate
KO13: Effective two tier working and Community Engagement	CP3: 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	FP1: Managing Finances FP4: Managing Performance PR1: Customer Processes HROD4 – Performance culture
KO16: The Council no longer in recovery	FP1 – Value for Money FP4: Managing Performance
KO17: Effective Projects Management	FP1: Managing Finances FP4: Managing Performance PR1: Customer Processes
KO19: Effective Business and Performance Management	FP2: Governing the Business FP4: Managing Performance
KO20: Effective Customer Focused Authority	CP3: Sense of Community PR1: Customer Processes

* KO5 and KO18 have been merged

8. **CUSTOMER IMPLICATIONS**

8.1 The Improvement Plan will have an affect on internal customers in particular as they will be responsible for delivering the actions within the timescales allocated. Non-delivery or delayed delivery of actions is likely to result in more focussed attention on that are by elected Members, and in the context of the CAA inspection, the scrutiny of inspectors.

9. **EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 Please see sections CP3 and FP4 of the Improvement Plan

10. **VALUE FOR MONEY IMPLICATIONS**

10.1 Sections FP1-FP4 of the new Improvement Plan cover actions that will address Value for Money implications.

11. **OTHER IMPLICATIONS**

Procurement Issues: See Section FP2 of the Improvement Plan.
Personnel Implications: See Sections HROD1-HROD3 of the Improvement Plan.
Governance/Performance Management: See Sections FP2, FP4, and PR2 of the Improvement Plan.
Community Safety including Section 17 of Crime and Disorder Act 1998: See section CP3 of the Improvement Plan

Policy: All sections of the Improvement Plan relate to this.
Environmental: See sections CP4 and PR4 of the Improvement Plan.

12. OTHERS CONSULTED ON THE REPORT

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

13. WARDS AFFECTED

All Wards

14. APPENDICES

Appendix 1 Draft Improvement Plan 2009-10

15. BACKGROUND PAPERS

None

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Improvement Plan Guidance

	<p>Grey = Programmed dates This is the planned timescale for the action- THESE ARE FIXED AND SHOULD NOT BE ALTERED / DELETED</p>
	<p>Green = On target The action is on target.</p>
	<p>Amber = One month behind The action is one month behind schedule.</p>
	<p>Red = Over one month behind The action is over one month behind schedule.</p>
	<p>Hashing = Reprogrammed / extended / revised This is to be used to show any new dates for an action, whether that is because it has been reprogrammed to a later date in the year or extended by a set period. <i>This requires approval.</i></p>
	<p>Blue = Suspended This is where an action has been suspended completely for the period covered by the Improvement Plan. <i>This requires approval.</i></p>

- In the 'Status / Corrective Action' column, you should include any relevant information that will aid the reader.
- However, for all actions that are either amber or red, you should include a comment as to why the action has fallen behind timescale **and** a brief plan of what you intend to do to address the situation.
- Also in the 'Status / Corrective Action' column, please clearly state (in capital letters) at the start of any comment if the action has been SUSPENDED, REPROGRAMMED, EXTENDED or is COMPLETE.
- Please ensure that if an action is dependent on a previous action that has been delayed, that this is reflected in the status update.

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Priority CP1: Town Centre						
Regeneration of the Town Centre						
1	Expected Outcome	Measures of Success	Actions Required	Timescales	Lead	Resources
1.1	Agreement on preferred option of Area Action Plan		Complete evidence-based unified vision Conduct further consultation with key stakeholders	30 June 2009 30 September 2009	PS	Town Centre Regeneration Partnership
1.2	Design for High Street		Write brief for design scheme and approach architects Identify and approach funders and prepare bids	30 September 2009 30 September 2009	PS	Town Centre Regeneration Partnership
1.3	Redevelopment of the Market Hall site		Reach agreement, close Market Hall and relocate market to an outdoor site on the High Street	31 December 2009	PS	Town Centre Regeneration Partnership
1.4	Community engagement		Creation of stakeholder forum Produce Community Engagement Strategy for project	1 April 2009 onwards 1 April 2009 onwards	PS	Regeneration Programme Core operations group

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Ref.	Action	Lead	Area Action Plan												Status / Corrective Action		
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June			
1.1.	Agreement on preferred option of Area Action Plan																
1.1.1	Engage specialist organisation to complete unified vision	PS															
1.1.2	Draw together the unified vision and the issues and options data	PS															
1.1.3	Prepare the preferred option	PS															
1.2.	Design for High Street																
1.2.1	Draw up proposal for funding to support design work	PS															
1.2.2	Secure funding for design work	PS															
1.2.3	Tender for design organisation	PS															
1.2.4	Appoint design organisation	PS															
1.2.5	Plans for design prepared	PS															
1.2.6	Commence identification of funding	PS															
1.3	Redevelopment of the Market Hall site																
1.3.1	Prepare report on future for Market Hall site	PS															
1.3.2	Present report to Town Centre Steering Group	PS															
1.3.3	Undertake actions recommended in report	PS															
1.4	Community engagement																
1.4.1	Draw up stakeholder membership for forum	PS															
1.4.2	Establish dates for	PS															

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
1.4.3	meetings a year ahead Convene first meeting	PS													
1.4.4	Hold meetings	PS													
1.4.5	Establish Leisure Centre Study Group	PS													
1.4.6	Establish Proposed Civic Centre Study Group	PS													
1.5	Train Station														
1.5.1	Funding package secured.	HB													
1.5.2	Public consultation complete.	HB													
1.5.3	Planning permission obtained	HB													
1.5.4	Work on site commences.	HB													
1.6	Transport & Access														
1.6.1	Hold discussion with County Council about multi-modal study	PS													
1.6.2	Commission multi-modal study	PS													
1.6.3	Produce multi-modal report	PS													

Priority CP2: Housing					
Expected Outcome		Delivery of Housing Strategy			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
2.1	Affordable housing	Support and enable applications for affordable housing on approved site in	31 March 2012		Strategic Housing; Principle RSL Partner

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Priority CP2: Housing						
Delivery of Housing Strategy						
2	Expected Outcome	Measures of Success	Actions Required	Timescales	Lead	Resources
			accordance with Core Strategy and RSS allocation. Utilise results from Housing Market Assessment and Older Persons Housing and Support Needs Survey to identify housing needs and guide affordable housing development.			Consultation Group
2.2	Homelessness prevention and reduction in the use of temporary accommodation		Continue to monitor and support the effectiveness of Partnership homelessness prevention services Implement mortgage rescue scheme	31 March 2012 1 st April 2009 onwards		Strategic Housing Team; RSL Partners; CAB; BDHT; BYHT
2.3	Private sector housing		Ongoing improvement in delivery time for Disabled Facilities Grants	31 March 2012		Private Sector Team; Care and Repair agency,

Ref.	Action	Lead	Status / Corrective Action														
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June			
2.1.	Affordable housing																
2.1.1	Determine planning	DH															

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	applications on their merits having regard to the Development Plan and other material considerations														
2.1.2	Identify public and privately owned sites suitable for affordable housing, liaise with preferred partner RSLs and support bids for funding to the Homes & Communities Agency.	AC													
2.1.3	Quarterly re-assessment of the viability and projected delivery of pipeline schemes and update of progress against the LAA target.	AC													
2.1.4	Utilise data from HMA and Housing and Support Needs of Older Persons research to act as front loading evidence to justify affordable housing within the evolving Local development Framework and Longbridge redevelopment scheme.	AC/MD													
2.2.	Homelessness prevention & reduction in use of temporary accommodation														
2.2.1	Continue to monitor effectiveness of partnership homelessness prevention services and	AC													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	enhance where possible to maintain use of temporary accommodation at below Government targets.														
2.2.2	Set up a Mortgage Rescue Task Group to advise upon the effective operation of the Mortgage Rescue Scheme, the development of a Mortgage Rescue Action Plan and make recommendations regarding use of Economic Downturn funding.	AC													
2.2.3	Analyse the financial profile of clients accessing the CAB Financial Adviser for Owner Occupiers to guide where possible a local response to changing needs attributed to the economic downturn.	AC													
2.3	Private sector housing														
2.3.1	Strategic Housing Manager and PS Team Leader to undertake Lean Management training NVQ.	AC													
2.3.2	Undertake Lean Systems Pilot on DFG process.	AC													
2.3.3	Complete implementation of Contractor Procurement Framework for level	AC													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
2.3.4	access showers. Implement improvement and efficiency measures identified from the Lean Systems Pilot.	AC													

Priority CP3: Sense of Community						
Improved Community Cohesion						
3.	Expected Outcome	Actions Required	Timescales	Lead	Resources	
3.1	Satisfaction with events programme	Revise events programme to extend coverage throughout District Roll out events facilitation pack to partners and local organisations	30 September 2009 31 March 2012		Street Scene and Community Services	
3.2	Reduction in fear of crime	68 PACT meetings over 12 months, repeated annually Promotion of CDRP action plan	31 March 2012 31 March 2012		Members, Senior Officers and Community Safety Team	
3.3	Community engagement	Community bids submitted to Equality and Diversity Forum Delivery against 3 year	30 September 2009 31 March 2012	CF/HB	Officers; E & D Forum; Disabled Users' Group & Bromsgrove Black History Society	

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Priority CP3: Sense of Community					
Improved Community Cohesion					
3.	Expected Outcome	Measures of Success	Actions Required	Timescales	Resources
Ref.			departmental Equality Impact Assessment action plans		HoS
3.4	Young people's participation in positive activities		CYP Participatory Budgeting event	31 July 2010	CCPP Team, WCC FLOSS

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
3.1.	Satisfaction with events programme														
3.1.1	Plan the implementation and expansion of the bandstand programme into the new areas cover by the expanded street theatre programme.	JG/HM													
3.1.2	Delivery the additional sessions in Rubery, Hagley & Wythall and under take user consultation to gain feedback on the provision.	JG/HM													
3.1.3	Produce a report to review the new events and build any recommendations into future programmes.	JG/HM													
3.1.4	Where required produce budget bids to support future delivery/expansion	JG/HM													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
3.1.5	of the programme. Produce and implement a resident survey to engage with the public on the future requirements/aspirations and build these into the Arts & Events Strategy.	JG/HM													
3.1.6	Produce and publicise the new Arts & Events strategy and establish a work group to produce an action plan to deliver its aims and objectives.	JG/HM													
3.2	Reduction in fear of crime														
3.2.1	Agree and publicise the CSP's 12-month action plan relating to the strategic assessment.	JG/CS SS													
3.2.2	Establish a communications group and produce a communications planner to promote the key activities with in the plan and increase good news stories.	CSS/A MD													
3.2.3	Establish and implement the key performance measure from the group (based on place survey out turns) and produce quarterly performance reports of the full	JG/RM/ BH													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	partnership that can be sent to PMB if required.														
3.2.4	Review the need for additional community engagement/consultation at a local level in hot spot areas to establish residents view on local issues and potential resolutions to these matters (partnership based).	CSP													
3.2.5	Review and where required refresh the CSP action plan based on above information and performance against KPI's at 6 monthly intervals.	JG/BH/ CSS													
3.3	Community engagement														
3.3.1	Report to E and D forum on bid process 2009/10	HB													
3.3.2	Forum compiled and submitted bids	HB													
3.3.3	Report to Forum on status and success of bids	HB													
3.3.4	Deliver training to Equality and Diversity Forum on completion of Impact Assessments	CF/FS													
3.3.5	Deliver Equality Impact Assessment Workshops to managers	CF/FS													
3.3.6	Develop and roll out Equality data monitoring	HB													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	process														
3.3.7	Annual Satisfaction Survey of Equality and Diversity Forum	HB													
3.4	Young people's participation in positive activities														
3.4.1	Review lessons learnt and establish project plan for 2010.	HB													
3.4.2	Agree funding with Full Council and County Council.	HB													
3.4.3	Develop and implement project plan.	HB													
3.4.4	Prepare and run event.	HB												July 2010	
3.4.5	Complete initial lessons learnt and report to GOWM.	HB												July 2010	

CP4: Clean Streets & Climate Change

4		Expected Outcome			Improved Customer Perception of Cleanliness		
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources		
4.1	Improved street and environmental cleanliness	Rapid response hit squad Programmed clean according to Environmental Protection Act Gradual increase in Enforcement Activity	31 March 2012 31 March 2012 31 March 2012	K Hiron	Approved budget		

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CP4: Clean Streets & Climate Change						
Improved Customer Perception of Cleanliness						
4	Expected Outcome	Measures of Success	Actions Required	Timescales	Lead	Resources
4.2	Customer satisfaction with cleanliness of District	Reschedule cleansing activities. Programmed clean according to Environmental Protection Act Gradual increase in Enforcement Activity Change method of collection to co-mingled with new vehicles	Reschedule cleansing activities. Programmed clean according to Environmental Protection Act Gradual increase in Enforcement Activity Change method of collection to co-mingled with new vehicles	31 March 2012 31 March 2012 31 March 2012 31 March 2012	K Hirons I Roberts	Approved budget Budget saving approved
4.3	Increased recycling rates					

Ref.	Action	Lead	Improved street and environmental cleanliness												Status / Corrective Action			
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June				
4.1	Improved street and environmental cleanliness																	
4.1.1	Reschedule the current cleansing operation to maximise resources and improve efficiency of service. Identifying areas of concern and requirements for additional cleaning.	KH																
4.1.2	Introduce changes to service to improve cleanliness	KH																Potential Budget bid requirement.
4.1.3	Reschedule the current	KH																

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	grounds maintenance operation to maximise resources and improve efficiency of service. Identifying areas of concern and requirements for additional maintenance.														
4.1.4	Introduce changes to service to improve cleanliness	KH													
4.2	Customer satisfaction with cleanliness of District														
4.2.1	Monitor improvement in cleanliness through scheduled 4 monthly inspection	KH													
4.3	Increased recycling rates														
4.3.1	Introduce a co-mingled collection of recyclable materials, modifying the existing kerbside sort system	MB													Monthly meeting of Project Team in place comprising representatives from ICT, Finance and CSC.
4.3.2	Prepare tender for and purchase vehicles	KH													
4.3.3	Prepare tender for and purchase bins	KH													
4.3.4	Develop and publicise communication strategy	AW													
4.3.5	Hold regular meetings with County Council	MB													Meetings every 2 months
4.3.6	Regular project team	MB													Meeting every 2 weeks.

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

FP1: Managing Finances (including Value for Money)

Improved Financial Management																
5	Expected Outcomes															
Ref.	Measures of Success	Actions Required	Timescales		Lead		Resources									
5.1	Integrated financial and performance information	Integrated financial and performance management table	31 March 2012		JLP		Service accountants and budget holders									
5.2	Deliver Medium Term Financial Plan and statutory accounts	Meetings with budget holders Financial Plan timetable New Use of Resources Action Plan	31 March 2012		JLP		Service accountants and budget holders									
5.3	Clear understanding of costs base and comp	Detailed cost analysis Transaction costing undertaken	31 March 2011		JLP		Service accountants and budget holders									
5.4	Budget consultation	Repeat Budget Jury Further online Budget Consultation	31 January 2010 and annually thereafter 31 January 2010 and annually thereafter		HB/JLP		Head of Financial Services and CCPP team									
5.5	Alternative methods of service delivery	Quarterly report	31 March 2012		JLP		Service accountants and budget holders									

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
5.1	Integrated financial and performance information														
5.1.1	Present Integrated finance and performance report to PMB and Cabinet	JLP													
5.1.2	Develop commitment accounting for inclusion in financial reports	JLP													
5.1.3	Enable real time access to the financial system to support budget holders in the review of their monitoring reports.	JLP													
5.1.4	Review use of on-line purchasing system to ensure it is being used to its full potential across the Council	JLP													
5.2	Deliver Medium Term Financial Plan and statutory accounts														
5.2.1	Present summary financial position at Members away day	JLP													
5.2.2	Present financial planning timetable to Members	JLP													
5.2.3	Identify budget pressures from service business plans	JLP													
5.2.4	Consultation with budget jury, equality and diversity forum and residents via on-line feedback and	JLP													
5.2.5	Develop detailed budget	JLP													
5.2.6	Present draft budget	JLP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	position to Members														
5.2.7	Approval of final budget	JLP													
5.2.8	Develop Use of Resources action plan in relation to new framework	JLP													
5.2.9	Prepare final accounts timetable	JLP													
5.2.10	Final accounts training for departmental staff	JLP													
5.2.11	Preparation of accounts	JLP													
5.2.12	Approval by Audit Board	JLP													
5.3	Understanding Cost Base														
5.3.1	Undertake analysis of financial services costs	JLP													
5.3.2	Develop method for all services to identify cost base and identify transaction cost for comparison with other organisations	JLP													
5.3.3	Comparison of costs with other Councils to identify high cost services	JLP													
5.3.4	Identify a programme of review of high cost/ low quality services following development of cost analysis and benchmarking	JLP													
5.4	Budget consultation														
5.4.1	Recruit budget jury x 2 from school and from	HB													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	general population.														
5.4.2	Hold initial budget jury.	HB													
5.4.3	Hold second budget jury	HB													
5.4.4	Hold third budget jury	HB													
5.4.5	Hold fourth budget jury	HB													
5.4.6	Report findings to Cabinet	HB													
5.4.7	Develop media plan and report each stage in media, linked to Internet consultation option.	HB													
5.4.8	Jurors to attend Full Council.	HB													
5.4.9	Complete evaluation and lessons learnt.	HB													
5.5	Alternative methods of service delivery														
5.5.1	Present detailed savings requirement to CMT for initial discussions on delivery for 2010/11	JLP													
5.5.2	Develop detailed costings of areas of savings identified by CMT for 2010/11	JLP													
5.5.3	Present options for delivery of savings via alternative methods of delivery to Members	JLP													
5.5.4	Approval of MTFP to include delivery of alternative service delivery to achieve savings	JLP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
5.5.5	Report to Members (quarterly) and CMT (monthly) to monitor actual savings against targets within integrated finance and performance report	JLP													

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FP2: Governing the Business(including Value for Money)					
Improved procurement , risk management and counter fraud arrangements					
6	Expected Outcomes				
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
6.1	Improved procurement	Procurement Action Plan	31 March 2012	JLP	Procurement Manager and CMT
6.2	Supplier engagement with procurement	Supplier Seminars to be developed	31 March 2012	JLP	Procurement Manager
6.3	Effective risk management	Risk Management Strategy	31 March 2012	JLP	Internal Audit

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
6.1	Improved procurement														
6.1.1	Develop joint procurement action plan between BDC and RBC	JLP													
6.1.2	Develop sustainability strategy to include procurement of goods and services	JLP													
6.1.3	Identify contracts in place at BDC	JLP													
6.1.4	Provide training for officers on procurement advise and support	JLP													
6.1.5	Develop framework contracts where relevant and reduce the number of suppliers to the Council	JLP													
6.1.6	Report procurement	JLP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	successes and updates to Members and CMT														
6.2	Supplier engagement with procurement														
6.2.1	Arrange supplier seminars to address issues of procurement and raise awareness of opportunities to trade with the Council	JLP													
6.3	Effective risk management														
6.3.1	Review risk registers via the risk steering group on a monthly basis to ensure risk actions are on track and relevant to service objectives	JLP													
6.3.2	Present summary risk register tracking to Audit Board	JLP													
6.3.3	Develop risk registers 2010/11 as part of the business plan process	JLP													
6.3.4	Present risk management training to Officers	JLP													
6.3.5	Present risk management training to Members	JLP													
6.3.6	Review the development of risk mitigation objectives with Zurich insurance to maintain low premium levels	JLP													
6.3.7	Raise awareness of the Corporate Fraud Team	JLP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
6.3.8	with staff and members Review and update policies in relation to fraud to include money laundering, whistle blowing and the anti-fraud and corruption strategy	JLP													
6.3.9	Provide training to Audit Board on Internal Control and Risk Management Issues	JLP													
6.3.10	Report to Audit Board on Internal Audit performance and higher risk audit reports as they are undertaken	JLP													

FP3: Managing Resources (including Value for Money)

7		Effective Asset Utilisation	
Ref.	Expected Outcome	Measures of Success	Resources
		Actions Required	Timescales
		Lead	Resources

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7.1	Manage assets effectively	Annual review of Asset Management Plan Dispose of/ retain assets as per Council priorities Undertake regular programme of condition surveys for all assets to ensure they are fit for purpose	31 March 2012 31 March 2012 31 March 2012	Legal and Democratic Services
7.2	Produce Workforce Plan	Annual update of workforce plan Implementation of workforce plan strategies	31 March 2012 31 March 2012	OD Budget; Service managers
7.3	Environmental risk management	Budget bid for joint Climate Change Officer with Redditch BC Climate Change Action Plan	31 March 2012 31 March 2012	Budget bid for Climate Change Officer

Ref.	Action	Lead	Status / Corrective Action													
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
7.1	Manage assets effectively															
7.1.1	Asset Management Group will review plan as part of the work programme	TB														
7.1.2	Asset review have been carried out by WCC and will be reported to	TB														

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
7.1.3	Members in Sept 2009 All assets identified, categorised and loaded on to asset management data base	TB													
7.1.4	Establish asset review process in line with Use of Resources guidelines	TB													
7.1.5	Dispose of/ retain assets as per Council priorities	TB													
7.2	Produce Workforce Plan (see Section 15.3 Modernisation)														
7.3	Environmental risk management														
7.3.1	Introduce actions to tackle Council's carbon emissions	PS													
7.3.2	Promote actions to reduce carbon emissions in the community	PS													
7.3.3	Pursue Climate Change Matrix	PS													

FP4: Managing Performance (including Value for Money)

Embedded Performance Management Arrangements					
8	Expected Outcome	Actions Required	Timescales	Lead	Resources
Ref.	Measures of Success	Production of monthly report	As per forward plan	HB	CCPP Team
8.1	Identify and deliver priority services, outcomes and improvements	Delivery of the Performance	31 March 2012	HB	CCPP Team
8.2	Provide the leadership,				

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	capacity and capability necessary to deliver future improvements	Management Strategy Action Plan		
8.3	Contribute to improving wider community outcomes (e.g. LAA, MAA)	Sustainable Community Strategy fundamental review completed	30 November 2009	HB CCPP Team; LSP Theme Group Leaders
8.4	Tackle inequality and improve outcomes for people in vulnerable circumstances	Annual E&D Forum/ DUG conference to identify top priorities for vulnerable groups	30 September 2009	CF CCPP Team; Equalities Officer; E & D Forum; Disabled Users' Group

Ref.	Action	Lead	Status / Corrective Action															
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June				
8.1	Identify and deliver priority services, outcomes and improvements																	
8.1.1	Monthly performance report to CMT/Leaders and PMB.	HB																
8.1.2	Report predicted outcome.	HB																
8.1.3	Annual review of indicator set.	HB																
8.1.4	Annual Report	HB																
8.2	Provide the leadership, capacity and capability necessary to deliver future improvements																	
8.2.1	Review Performance Strategy action plan each month (including data quality strategy action plan).	HB																
8.2.2	Complete initial draft of VFM dashboard.	HB																See 5.3 for usage of dashboard
8.2.3	Update programme/project management arrangements with audit findings.	HB																

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
8.2.4	Complete lean systems pilots.	HB													
8.2.5	Customer First Part 3 training complete.	HB													
8.2.6	Data quality spot checks complete.	HB													
8.3	Contribute to improving wider community outcomes (e.g. LAA, MAA)														
8.3.1	Undertake LSP Board Away Days	HB													
8.3.2	Complete locality evaluation.	HB													
8.3.3	Complete first draft of strategy.	HB													
8.3.4	Undertake impact assessment on community engagement.	HB													
8.3.5	Undertake additional engagement as required.	HB													
8.3.6	Complete annual report	HB													
8.3.7	Full Council approval	HB													
8.4	Tackle inequality and improve outcomes for people in vulnerable circumstances														
8.4.1	Equality and Diversity Conference Event	CF													
8.4.2	Refresher training for Hate Crime Reporting Centres throughout District	CF													
8.4.3	Deliver NVQ training to all Equality and Diversity Champions	CF													
8.4.4	Deliver all targets within the Equality and Diversity Level 3 action plan	CF													
8.4.5	Deliver Black History	CF													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	Month Event														
8.4.6	Deliver the Diwali Event	CF													
8.4.7	Deliver the LGBT training and awareness week	CF													

PR1: Customer Processes

9	Expected Outcome	Improved Customer Processes												
Ref.	Measures of Success	Actions Required	Timescales		Lead	Resources								
9.1	Customer Service Centre	Delivery against Customer First Strategy Action plan	31 December 2010		DP	Head of E-Government; Improvement Manager; CSC staff								
9.2	Customer Satisfaction	Analysis of enquiries by type Delivery of Customer First and Access Strategy Action Plan	31 March 2012		HB	Customer First Board								
9.3	Complaints Handling	Production of report	Quarterly from 1 st April 2009 onwards		HB	CCPP Team								
9.4	Spatial Project	Coordination of service specific feedback from Heads of Service to inform evaluation	31 December 2009		DP	E-Gov Team								

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
9.1	Customer Service Centre														
9.1.1	Cascade relevant actions into CSAs task lists.	DP													
9.1.2	Monitor delivery of individual task lists at monthly 1:2:1 meetings	DP													
9.1.3	Report performance against actions to the Customer First Board	DP													
9.2	Customer satisfaction (delivery of customer access strategy)														
9.2.1	Monthly review of action plan at Customer First Board.	HB													
9.2.2	Annual update to Cabinet	HB													
9.2.3	Customer First Part 3 training complete.	HB													
9.2.4	Launch of updated customer standards.	HB													
9.2.5	Development of budget bids for improved marketing and customer insight software.	HB													
9.3	Complaints handling														
9.3.1	Quarterly report to Cabinet/PMB.	HB													
9.4	Spatial project														
9.4.1	Contact relevant departments for feedback	DP													
9.4.2	Produce evaluation report	DP													

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PR2: Political Governance					
10	Expected Outcome	Improved Governance			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
10.1	Overview and Scrutiny	Ethical governance improvement through better reports and pre-check and presentation by Portfolio holder Community Calls for action introduced in accordance with regulations and guidance	31 March 2012 31 March 2011	CF	Legal and Democratic Services
10.2	Member standards	Issuing of guidance and training based in identified issues and improved member conduct Regular training and briefing sessions on conduct, behaviour, bias and pre-determination	31 March 2012 31 March 2012	CF	Legal and Democratic Services
10.3	Modern Councillor Programme	Delivery of mandatory and priority elements of Member Development Programme Member Development Charter	1 April 2009 onwards 31 March 2012	CF	Member Training approved budget
10.4	Elections	Introduction of electoral performance standards	30 June 2009	CF	Legal and Democratic Services

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PR2: Political Governance					
10	Expected Outcome	Improved Governance			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		Development of a schools and community programme that encourages everyone to participate in the democratic process.	31 March 2012		
		Electoral charter mark	31 March 2012		

Ref.	Action	Lead	Status / Corrective Action													
			July	Aug	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
10.1	Overview and Scrutiny															
10.1.1	Determination of process for considering Councillor Calls for Action	CF														
10.1.2	Councillors trained/informed on Councillor Calls for Action	CF														
10.1.3	Report to Council on new governance arrangements required by LGPIHA 2007 with proposed consultation arrangements	CF														
10.1.4	Council to decide on new governance arrangements following consultation	CF														
10.1.5	Petitions scheme to be agreed by Council (subject	CF														

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Ref.	Action	Lead	July	Aug	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	to LDEDC Bill being enacted)														
10.2	Member Standards														
10.2.1	Adoption of new Code of Conduct for Members	CF													
10.2.2	Training on new Code of Conduct for Members	CF													
10.2.3	Promotion of ethical standards regime and complaints procedure	CF													
10.3	Modern Councillor Programme														
10.3.1	Gap analysis and training plan for 2009/10 committee/board membership	CF													COMPLETE
10.3.2	Identify key actions to deliver recommendations within the primary charter assessment	CF													
10.3.3	Evaluation strategy	CF													
10.3.4	PDPs for members	CF													
10.4	Elections														
10.4.1	Deliver targets within Electoral Standards	CF													
10.4.2	Deliver Democracy Week Event	CF													
10.4.3	Deliver regular briefings to Equality and Diversity and DUG group to encourage voter participation	CF													

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Ref.	Action	Lead	July	Aug	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
10.4.5	Work with Older Peoples Forum, Homes and Sheltered Schemes to encourage voter participation	CF													
10.4.6	Deliver targets within Charter Mark Action Plan	CF													

PR3: Joint CEO with Redditch Borough Council						
Increased Value for Money						
11.	Expected Outcome	Actions Required	Timescales	Lead	Resources	
11.1	Medium wins	Delivery of project plans for each business case approved.	31 July 2009	KD	Heads of Service	
11.2	Completion of phase 3 business case with clear statement of service delivery benefit and efficiencies	Development of business case.	31 July 2009	KD	Heads of Service	
11.3	Decision to progress	Report to both Full Councils setting out service and efficiency benefits.	As per each agreed business case. Full Council 31 July 2009	KD KD	Acting Joint CEO. CMT of both councils External support funded	

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PR3: Joint CEO with Redditch Borough Council					
11.	Expected Outcome	Increased Value for Money			
Ref.	Measures of Success	Actions Required	Timescales		Resources
			Jan.	Lead	£40,000 for each authority

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
11.1	Medium wins														
11.1.1	Business cases submitted to Full Council	KD													Business cases will be submitted for Economic Development, IT and CCTV / Lifeline.
11.1.2	Implementation of medium term wins	KD													Dependent upon decision at full Council meetings at end of July. More detailed implementation plans will be developed as part of the production of the business cases and the Improvement Plan updated accordingly. Staff consultation will need to be undertaken.
11.2	Completion of phase 3 business case with clear statement of service delivery benefit and efficiencies														
11.2.1	Business case submitted to full Council	KD													Business cases submitted to both full Councils.
11.3	Decision to progress														
11.3.1	Implementation of business case	KD													Dependent upon decision at full Council meetings at end of July. More detailed implementation plan will be developed as part of the production of the business cases and the Improvement Plan updated accordingly. Staff consultation will need to be undertaken.

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PR4: Improved Partnership Working					
12	Expected Outcome	Improved Partnership Working			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
12.1	Co-mingled recyclables collection	Joint working with WCC to deliver co -mingled service	30 April 2010	MB	Budget bid
12.2	Fundamental review of Bromsgrove Sustainable Community Strategy	Sustainable Community Strategy fundamental review completed	30 November 2009	HB	CCPP Team; LSP Theme Group Leaders
12.3	Grants Policy	Research and consultation to prepare draft policy	31 December 2009	HB	CCPP Team

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
12.1	Co-mingled recyclables collection (see Section 4.3 Clean Streets & Climate Change)														
12.2	Fundamental review of Bromsgrove Sustainable Community Strategy (see Section 8.2 Managing Performance)														
12.3	Grants policy														
12.3.1	Benchmark grants policies of other councils.	HB													
12.3.2	Develop draft and seek Cabinet approval.	HB													

PR5: Planning					
13.	Expected Outcome	Improved Planning Service and Balanced Development of District			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
13.1	Longbridge	Progress Area Action Plan to adoption	30 June 2009	MD	Development Control and Strategic Planning

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PR5: Planning					
13.	Expected Outcome	Improved Planning Service and Balanced Development of District			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
13.2	Regional Spatial Strategy	Secure community benefits via s.106 agreements RSS2 -examination in public RSS3 – submit Council response to options consultation RSS3 - Submit council response to preferred options consultation RSS 3 – examination in public	31 March 2012 30 June 2009 30 July 2009 31 May 2010 30 th September 2010	MD	Strategic Planning
13.3	Local Development Framework	Production, submission and adoption of LDF documents: <ul style="list-style-type: none"> • Core Strategy • Town Centre (See 1.1 above) Production, submission and adoption of Development Plan Documents on rolling basis	30 June 2010 30 June 2011 31 March 2012	MD	Strategic Planning
13.4	Effective Development Control Service	Recruitment and retention of staff to ensure capacity exists to deliver against targets	31 December 2009 and annually thereafter	DH	Development Control

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PR5: Planning				
13.	Expected Outcome	Improved Planning Service and Balanced Development of District		
Ref.	Measures of Success	Actions Required	Timescales	Lead
		Determination of planning applications in accordance with policy, taking into account all material considerations	31 March 2012	DH
		Quarterly Member Planning training	31 March 2012	DH
		Peer Review of Development Control Service	31 st October 2009	HB/DH
		Migration of service to Customer Service Centre	31 July 2009	DH

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
13.1	Longbridge														
13.1.1	Attend Project Delivery Board Meetings	PS													
13.1.2	Attend Project Delivery Group meetings and	MD													
13.1.3	Regular meeting with developers landowners dependant on progress with the Applications	MD													
13.2	Regional Spatial Strategy														
13.2.1	Respond to RSS3	MD													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	options														
13.2.2	Receive RSS2 Panel report and respond if necessary	MD													
13.2.3	Receive and respond to RSS2 Proposed Changes	MD													
13.2.4	Prepare RSS3 consultation response	MD													
13.2.5	Submit RSS3 Response	MD													
13.3	Local Development Framework														
13.3.1	Assemble Core Strategy Evidence base	MD													
13.3.2	Prepare Further Draft Core Strategy	MD													
13.3.3	Consult on Further Draft Core strategy	MD													
13.3.4	Consult on Final Core strategy	MD													
13.4	Effective Development Control Service														
13.4.1	Recruitment and retention of staff	DH													
13.4.2	Determination of planning applications	DH													
13.4.3	Quarterly Member Planning training	DH													
13.4.4.	Migration of Development Control Service to Customer Service Centre	DH													
13.4.5	Undertake I&DeA Peer Review	HB/DH													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
13.4.6	Consider results at Customer First Board and CMT, including action plan.	HB/DH													
13.4.7	Report conclusions to Members.	HB/DH													
13.4.8	Deliver action plan.	HB/DH													

HR & OD1: Learning and Development					
Modern Councillors and Officers					
14	Expected Outcome	Actions Required	Timescales	Lead	Resources
14.1	Employee skills and capacity	Develop core competencies for all staff Review of PDR process Streamline Modern Manager Framework to make more accessible	31 Jan 2010 31 Jan 2010 31 Jan 2010	HP	L&D Manager
14.2	Maintain Investors in People accreditation	Review and deliver IIP action plan Hold annual Management Conference	30 April 2011 31 October 2009 and annually thereafter	HP	HROD team

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Ref	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
14.1	Employee skills and capacity														
14.1.1	Finish 'The Bromsgrove Way' framework inc staff comps and changes to whole PDR scheme	HP													
14.1.2	1 st draft to CMT for feedback	HP													
14.1.3	Consult unions and staff working group	HP													
14.1.4	To CMT for final approval	HP													
14.1.5	Training for staff and managers to support launch	HP													
14.2	Maintain Investors in People accreditation														
14.2.1	Annual mgt conf – proposal to CMT	HP													
14.2.2	Annual mgt conf - deliver	HP													
14.2.3	Future stars – proposal to CMT	HP													
14.2.4	Future stars – launch (as part of workforce plan/succession plan)														
14.2.5	Mgt induction – launch	HP													
14.2.6	Mgt induction – TNA/PDP	HP													
14.2.7	Mgt induction – implement individual PDPs	HP													
14.2.8	Mg induction – evaluation report to CMT	HP													
14.2.9	iIP spot check by usual external assessor to benchmark progress against new standards (Bronze/Silver/Gold)	HP													

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Ref	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
14.2.10	lIP spot check – report findings to CMT with any recovery proposals	HP													

HR&OD2: Modernisation

15		Consistency in people management													
Ref.	Expected Outcome	Measures of Success	Actions Required	Timescales	Lead	Resources									
15.1	Maintenance of equal pay	Annual monitoring of pay structure Delivery of JE appeals process Development of Market Forces Supplement policy	Annual monitoring of pay structure Delivery of JE appeals process Development of Market Forces Supplement policy	31 March 2010 and annually thereafter TBC dependent upon number of appeals. September 2009	JP SG MS	HR team CMT Trade Unions									
15.2	Policy review and development	Deliver the annual HR policy programme Consultation with managers and trade unions as policies are reviewed/ developed	Deliver the annual HR policy programme Consultation with managers and trade unions as policies are reviewed/ developed	31 March 2010 31 March 2010		HR team									
15.3	Creation of a workforce plan	Delivery of gap analysis based on SERCO business case Delivery of qualifications	Delivery of gap analysis based on SERCO business case Delivery of qualifications	31st March 2010	HP	Learning & OD Manager OD budget									

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HR&OD2: Modernisation					
Consistency in people management					
15	Expected Outcome				
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
15.4	Delivery of corporate target for sickness absence and consistency in managerial approach	<p>survey/skills survey</p> <p>Identify strategic HR solutions/strategies to close the gap</p> <p>Delivery of return to work interview training for managers</p> <p>Use of Performance clinics</p> <p>Production of monthly monitoring reports</p>	31 st March 2010	SG	HR Advisors OD Budget Assistant Chief Executive Head of Human Resources and OD

Ref.	Action	Lead	Status / Corrective Action													
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
15.1	Maintenance of equal pay															
15.1.1	3 monthly JE Auditing and annual review															
15.1.2	JE Appeals (Timelines to be populated when numbers of appeals are known)															
15.1.3	Delivery of Market Forces Supplement policy															

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
15.2	Policy review and development														
15.2.1	Harmonisation of employee terms and conditions of employment; post SERCO report.	JP/HR Advisors													SERCO report received 03.06.09. Detailed project plan to be developed in readiness for end June Shared Services Board meeting. Improvement Plan timelines to be re-populated once outline project plan has been approved by Programme Board.
15.3	Creation of workforce plan														
15.3.1	Carry out gap analysis	HP													
15.3.2	Re-do qualifications/skills survey														
15.3.3	Develop strategic HR&OD solutions	JP/HP													
15.3.4	Proposals to CMT	JP/HP													
15.3.5	Consult unions/staff working group	HP													
15.3.6	Plan back to CMT for approval	JP/HP													
15.3.6	Commence implementation	JP													After June 2010

HR& OD 3: Positive Employee Climate

16	Expected Outcome	To be perceived as an Employer of Choice												
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources									

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HR& OD 3: Positive Employee Climate						
To be perceived as an Employer of Choice						
16	Expected Outcome	Measures of Success	Actions Required	Timescales	Lead	Resources
16.1	Recruitment and Retention of staff		Review of work- life balance practices Review of family friendly practices	31 March 2010	MS/SG/NW “	HR Team Trade Unions CMT
16.2	Employee satisfaction		Employee survey recovery plan	31 March 2010	HP	Learning & OD Manager OD Budget
16.3	Industrial relations		6-weekly meeting with unions attended by senior managers	31 March 2012	MS	HR and OD team Equalities Officer Head of HR and OD Trade Unions
16.4	Safe and healthy working environment		Development of Health and Safety policies Commitment to Wellness Works Initiative and delivery of wellbeing programme for employees Operation of Corporate Health and Safety Committee	30 June 2010	DI	Health and Safety Advisor Executive Director Partnerships and Projects Head of HR and OD Health and Safety Committee Trade Unions

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
16.1	Recruitment and retention of staff														
16.1.1	Review Flexi Leave (<i>Work-life/balance practices</i>)	SG													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.1.2	Review Career Break/Sabbatical practice (<i>Work-life balance practices</i>)	MS													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.1.3	Review Home Working practices (<i>Work-life balance practices</i>)	SG													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.1.4	Reports to CMT	MS/SG													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.1.	Consult trade unions post CMT approval in respect of flexi leave, career break/sabbatical practices	MS/SG													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.1.6	Commence feasibility study into Term Time Only Working arrangements (<i>Family Friendly practices</i>)	NW													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.1.7	Report to CMT on findings of feasibility study into Term Time Only working (<i>Family Friendly practices</i>)	NW													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.1.8	Consult trade unions post CMT approval in respect of Term Time Only Working practices (<i>Family Friendly practices</i>)	NW													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.2	Employee satisfaction														

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
16.2.1	Employee survey - implementation of recovery plan – specific tasks not finalised therefore no detail available @ 3/6/09	HP													Focus groups carried out in May 2009. Recovery proposals to CMT in June 2009. Exact timelines to be re-populated post CMT report.
16.3	Industrial relations														
16.3.1	6 weekly Union Liaison Meetings														
16.4	Safe working environment														
16.4.1	Delivery of employee health and wellbeing programme														
16.4.2	Review Corporate Health and safety policy														
16.4.3	Develop Alcohol and Drugs Awareness policy														
16.4.4	Operation of Corporate Health and Safety Committee														

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