



## **BROMSGROVE DISTRICT COUNCIL**

### **MEETING OF THE CABINET**

**WEDNESDAY 2ND SEPTEMBER 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 meeting of the Cabinet held on 29th July 2009 (Pages 1 - 6)
4. Minutes of the meeting of the Scrutiny Board held on 28th July 2009 (Pages 7 - 10)
  - (a) To receive and note the minutes
  - (b) To consider any recommendations contained within the minutes
5. To receive verbal updates from the Leader and/or other Cabinet Members on any recent meetings attended in an ex-officio capacity
6. Car Parking in Bromsgrove (Pages 11 - 90)
7. Artrix Service Level Agreement (Pages 91 - 104)
8. Redevelopment of the Market Hall Site (Pages 105 - 112)

9. Council Plan 2010/2013 Part 1 (Pages 113 - 172)
10. Modern. Gov (Paperless Project) - The Way Forward and Access to Exempt Information (Pages 173 - 188)
11. Integrated Finance and Performance Report - Quarter 1 2009/2010 (Pages 189 - 248)
12. Performance Report (July 2009) (Pages 249 - 266)
13. Value for Money Action Plan and Procurement Update (Pages 267 - 280)
14. Improvement Plan Exception Report (July 2009) (Pages 281 - 296)
15. Worcestershire Enhanced Two Tier (WETT) Programme (Pages 297 - 304)
16. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting
17. To consider, and if considered appropriate, to pass the following resolution to exclude the public from the meeting during the consideration of item(s) of business containing exempt information:-

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

<u>Item No.</u>	<u>Paragraph(s)</u>
18	4
19	4
20	4"

18. Minutes of the meeting of the Shared Services Board held on 21st July 2009 (Pages 305 - 310)
19. CCTV/Lifeline Shared Service Business Case (Pages 311 - 376)
20. ICT Shared Service Business Case (Pages 377 - 414)

K DICKS  
Chief Executive

The Council House  
Burcot Lane  
BROMSGROVE  
Worcestershire  
B60 1AA

21st August 2009

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# Agenda Item 3

## BROMSGROVE DISTRICT COUNCIL

### MEETING OF THE CABINET

WEDNESDAY, 29TH JULY 2009 AT 4.00 P.M.

PRESENT: Councillors R. Hollingworth (Chairman), G. N. Denaro (Vice-Chairman), J. T. Duddy, R. D. Smith (during Minute No. 45/09), M. J. A. Webb and P. J. Whittaker (during part of Minute No. 45/09)

Observers: Councillors Mrs. J. D. Luck and C. B. Taylor

Invitees: Mr. J. Vaughan and Mr. D. Rogers - Davies

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

#### 32/09 APOLOGIES

Apologies for absence were received from Councillors Dr. D. W. P. Booth JP, Mrs J. Dyer M. B. E. and Mrs. M. A. Sherrey JP.

#### 33/09 DECLARATIONS OF INTEREST

Mr. K. Dicks, Mr. T. Beirne, Mr. P. Street, Mr. M. Bell, Mr. D. Hammond, Ms. J. Pickering, Ms. D. Poole and Mr. J. Godwin declared personal and prejudicial interests in agenda item 15 (Business Case for Joint and Shared Working between Bromsgrove District Council and Redditch Borough Council ) and left the meeting during consideration of this item.

#### 34/09 MINUTES

The minutes of the meeting of the Cabinet held on 1st July 2009 were submitted.

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

#### 35/09 AUDIT BOARD

The minutes of the meeting of the Audit Board held on 29th June 2009 were submitted.

**RESOLVED** that the minutes be noted.

#### 36/09 SCRUTINY BOARD

The minutes of the meeting of the Scrutiny Board held on 30th June 2009 were submitted.

**RESOLVED** that the minutes be noted.

37/09 **OVERVIEW BOARD**

The minutes of the meeting of the Overview Board held on 7th July 2009 were submitted.

**RESOLVED** that the minutes be noted.

38/09 **PERFORMANCE MANAGEMENT BOARD**

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

**RESOLVED:**

- (a) that the minutes be noted
- (b) that the recommendations contained at Minute No 23/09 relating to the Annual Council Report 2008/2009 be approved;
- (c) that the recommendation contained at Minute No 25/09 relating to the percentage of performance indicators projected to meet their targets at year end be approved;
- (d) that the recommendation contained at Minute No 26/09 relating to Local Neighbourhood Partnerships be approved; and
- (e) that the recommendation contained at Minute No 27/09 relating to the Improvement Plan 2009/2010 and specifically to Disabled Facilities Grants be noted but that no action be taken to amend the Improvement Plan.

39/09 **EQUALITIES AND DIVERSITY FORUM**

The minutes of the meeting of the Equalities and Diversity Forum held on 11th June 2009 were submitted.

**RESOLVED** that the minutes be noted.

40/09 **LOCAL STRATEGIC PARTNERSHIP**

The minutes of the Local Strategic Partnership held on 22nd June 2009 were submitted.

**RESOLVED** that the minutes be noted.

41/09 **FINANCIAL OUTTURN REPORT 2008/09**

The Cabinet considered a report on the Council's financial position as at 31st March 2009. Following discussion it was

**RECOMMENDED:**

- (a) that the Capital Programme be increased in 2009/2010 by £1.143m and be decreased by the same amount in 2010/2011 as referred to in the report in relation to Street Scene and Community;
- (b) that the Capital Programme for 2009/2010 be increased by £1.009m in relation to the carry forward requests as identified in Appendix 2 to the report;
- (c) that the outturn position on revenue and capital as detailed in the report be noted; and
- (d) that the net transfer to earmarked reserves of £0.854m as detailed in section 7.2 of the report be approved.

42/09 **IMPROVEMENT PLAN EXCEPTION REPORT MAY 2009**

Consideration was given to the Improvement Plan Exception report for May 2009.

**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 78 actions highlighted for May within the plan, 76.9 percent was on target (green), 2.6 percent was one month behind (amber) and 5.1 percent was over one month behind (red). In addition, 15.4 percent of actions had been reprogrammed or suspended with approval.

43/09 **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 minutes on the grounds that they involve the likely disclosure of exempt information as defined in part 1 of schedule 12A to the Act, as amended, the relevant paragraph of that part being as set out below and that it is in the public interest to do so.

<u>Minute No</u>	<u>Paragraph</u>
44/09	3
45/09	4

44/09 **REVIEW OF ASSETS SHERWOOD ROAD, ASTON FIELDS INDUSTRIAL ESTATE**

Consideration was given to a report which reviewed assets at Sherwood Road, Bromsgrove. Following discussion it was

**RESOLVED** that further consideration of this issue be deferred for a period of six months and that in the meantime, the situation regarding the ground rent reviews be ascertained.

45/09

**BUSINESS CASE FOR JOINT AND SHARED WORKING BETWEEN BROMSGROVE DISTRICT COUNCIL AND REDDITCH BOROUGH COUNCIL**

Consideration was given to a Business Case prepared by Serco for joint and shared working between Bromsgrove District Council (BDC) and Redditch Borough Council (RBC) and to the recommendations thereon of the Shared Service Board held on 29th June 2009. Following discussion it was

**RECOMMENDED:**

- (1) that the creation of a single management team be approved;
- (2) that in pursuit of the above:
  - (a) the current secondment arrangements in relation to the Acting Joint Chief Executive be extended up to the end of 2012/2013; and
  - (b) authority be delegated to BDC's Head of Legal Equalities and Democratic Services and Head of Financial Services in consultation with the Leader to determine and agree the necessary amendments to the Acting Joint Chief Executive's contract of employment and to the Secondment Agreement;
- (3) that any costs associated with recommendation (2)(b) above be shared equally by BDC and RBC;
- (4) that the post of Acting Joint Chief Executive be re-titled Joint Chief Executive for the duration of the extension to the secondment arrangements;
- (5) that the Business Case as produced by Serco be approved in principle noting the management team response;
- (6) that the Joint Chief Executive be tasked with preparing and presenting more detailed proposals to the Shared Services Board by the first week of September 2009 in relation to :
  - (a) the structure of the single joint management team;
  - (b) the detailed financial arrangements to meet the requirements of both Councils' Medium Term Financial Plans;
  - (c) details in relation to the legal implications, employment implications and implementation arrangements of a single joint management team;
  - (d) a timetable for the implementation of the Business Case to include specific milestones;
  - (e) savings achieved to date from shared services and an indication of how other Councils following the same route have progressed.
- (7) that the post of Joint Chief Executive be re-evaluated for the duration of the extension to the secondment arrangements and that the WMLGA be requested to undertake this;
- (8) that the Joint Chief Executive be authorised to commence negotiations with the relevant Trade Unions in relation to the creation of a single joint management team and the harmonisation of terms and conditions of employment; and
- (9) that the Concordat between the Authorities be reviewed, to ensure that it is sufficiently robust to enable the proposed shared service arrangements to function effectively.



Cabinet  
29th July 2009

The meeting closed at 5.10 p.m.

Chairman

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## BROMSGROVE DISTRICT COUNCIL

### MEETING OF THE SCRUTINY BOARD

TUESDAY, 28TH JULY 2009 AT 6.00 P.M.

PRESENT: Councillors D. L. Pardoe (Chairman), C. B. Taylor (Vice-Chairman),  
A. N. Blagg, R. J. Deeming, C. R. Scurrall and C. J. Tidmarsh

Invitees: All Members were invited to attend the Accessibility Study and  
Bus Stop Audit Presentation

Officers: Mr. T. Beirne, Mr. P. Street, Mr. J. Godwin (during Minute No's  
16/09 to 20/09), Mrs. S. Sellers and Ms. P. Ross

#### 16/09 APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor S.R. Colella.

Councillor C. R. Scurrall apologised to the Chairman for not attending or  
submitting his apologies for the meeting of the Scrutiny Board held on 30th  
June 2009 due to some confusion over the membership of the Board.

#### 17/09 DECLARATIONS OF INTEREST

No declarations of interest or whipping arrangements were received.

#### 18/09 MINUTES

The minutes of the meeting of the Scrutiny Board held on 30th June 2009  
were submitted.

RESOLVED that the minutes be approved as a correct record.

#### 19/09 ACCESSIBILITY STUDY AND BUS STOP AUDIT - PRESENTATION BY WORCESTERSHIRE COUNTY COUNCIL

The Chairman thanked Members for attending and was pleased to note the  
high number of attendees. He welcomed Martin Rowe, Principal Transport  
Policy and Strategy Officer, and Mark Kelly, Transport Development Officer,  
from Worcestershire County Council to the meeting.

Mr. Rowe highlighted that the information circulated during the meeting on the  
proposed Bromsgrove Town Centre Bus Service showed a hypothetical bus  
route that was tested as part of the Greater Bromsgrove Accessibility Study  
and that the actual routing, bus stops and timings would need to be defined  
through the development of a robust business case which would be used to  
bid to funders to set up the service.

Mr. Kelly confirmed that the improvements to Bromsgrove Town Centre bus station had been a joint project between Bromsgrove District Council, who had funded the improvements in consultation with Worcestershire County Council.

Mr. Kelly responded to a variety of questions from Members and agreed to a request from Councillor S. P. Shannon to provide copies of the presentation slides.

**RESOLVED** that the presentation slides be made available on request from the Committee Services Officer.

20/09 **CRIME AND DISORDER ISSUES IN RELATION TO HOT FOOD TAKEAWAYS - VERBAL UPDATE FROM DEPUTY HEAD OF STREET SCENE AND COMMUNITY**

The Chairman welcomed Mr. John Godwin, Deputy Head of Street Scene and Community. As requested by Members during the meeting of the Scrutiny Board in June 2009, where Members had considered Crime and Disorder issues in relation to hot food takeaways, Mr. Godwin provided Members with a verbal update. He provided Members with figures from the Crime and Disorder Reduction Partnership Analyst who had looked at anti-social behaviour incidents attributed to hot food takeaways during July 2008 and July 2009.

Mr. Godwin explained that in response to Members he had tasked the Community Safety Team to investigate links between anti-social behaviour and hot food takeaways. He informed Members that there was no best practice as anti-social behaviour and hot food takeaways had not been researched. Incidents recorded were linked to late night alcohol issues with some hot food takeaways being located relatively near to licensed premises. Whilst there was no evidence to suggest a link or increase in anti-social behaviour and hot food takeaways they could act as an accelerator in the same way as taxi ranks and bus stops, by acting as a meeting point and keeping people contained in a small confined area. Mr. Godwin explained that the Police, if concerned about an establishment, could request a premises licence review through Bromsgrove District Council's, Principal Licensing Officer. The difficulty the Police faced was that of establishing a link between the licensed premises and anti-social behaviour as in most instances such behaviour will take place away from the licensed premises after customers have left.

In his conclusion Mr. Godwin suggested that the issues may be planning issues which could be addressed through supplementary planning guidance with advice from West Mercia Constabulary Crime Risk Manager to address saturation and control any risk factors associated with hot food takeaways by looking at the following criteria:

- Proximity of hot food takeways to licensed premises.
- Location of hot food takeaways to other hot food takeways.

- Closing times of licensed premises and hot food takeaways, do a high number of establishments close at the same time.
- Layout of hot food takeaways, size of establishment, frontage, flow of people, quick turn around of customers or queuing in a confined space.

Members were advised that this was an area that could be explored in more detail with further advice from the Police if at the end of the information gathering exercise the decision was taken to set up a Task Group.

21/09 **LOW EMISSION ZONES AND AIR QUALITY MANAGEMENT AREA REPORT**

As requested by Members during the meeting of the Scrutiny Board in April 2009, where Members had considered air quality and emissions, the Executive Director - Partnerships and Projects had compiled a report on Low Emission Zones and Air Quality Management. The report provided further information on Oxford City Councils 'low emissions zones' initiative. Further discussion followed on traffic calming initiatives, brakes and tyres that can also add to air pollution. Councillor Blagg informed Members that he had recently attended a conference in London where the new Transport Secretary Lord Adonis, affirmed his department's commitment to the low carbon vehicle agenda.

**RESOLVED** that the report be noted.

22/09 **WORK PROGRAMME**

The Board considered all the items included within its Work Programme. The Senior Solicitor informed Members of the following:

- The fact finding visit to Waltham Forest had been arranged for 11th September 2009.
- Liz Altay, Worcestershire Primary Care Trust had confirmed her attendance for the Scrutiny Board meeting on 29th September 2009 regarding hot food takeaways with the emphasis on childhood obesity.
- The Head of Street Scene and Community had been requested to provide information on Shopmobility with an invite from the Chairman to attend the Scrutiny Board meeting on 29th September 2009 to respond to Members questions.

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

The meeting closed at 7.25 p.m.

Chairman

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## BROMSGROVE DISTRICT COUNCIL

### CABINET

2ND SEPTEMBER 2009

#### PARKING IN BROMSGROVE

Responsible Portfolio Holder	Councillor James Duddy
Responsible Head of Service	Mike Bell
Key Decision	

#### 1. SUMMARY

- 1.1 This report summarises the development of the car parking operation through investment, increases to staffing levels, and the introduction of pay on foot and considers the option of introducing Civil Parking Enforcement.
- 1.2 The report also considers changes to improve customer perception of the parking service by developing guidelines and policies used, increasing the number of spaces for parents with children, suggesting modifications to the parking tariff and increasing the opening hours of Shopmobility.
- 1.3 The report is brief and sequential with the substance provided by the appendices but it is important to follow this sequence to maximise the benefit of the changes and to generate maximum support from car park users. Therefore the following sequence is recommended;
- Adopt a new computer system to manage the parking service.
  - Employ an additional Civil Enforcement Officer.
  - Open Shopmobility on Saturdays and commence locking and unlocking of car parks using own staff rather than a contractor.

As a result:

- The business case for pay on foot will become more viable as only two extra staff are now required.
- The business case for Civil Parking Enforcement then also becomes more viable as potentially only one more officer will be required if this option is considered.

## **2. RECOMMENDATIONS**

- 2.1 That Cabinet approve the purchase of the Chipside software for parking management at a cost of £5k from existing budgets.
- 2.2 That Cabinet approve the deletion of the Shopmobility Assistant post and utilise the savings together with additional funding of £6.5k to fund an additional Civil Enforcement Officer.
- 2.3 That Cabinet approve the opening of Shopmobility on Saturday mornings funded from savings elsewhere within the Parking service.
- 2.4 That Cabinet request Council approve the increase to the Capital Programme in 2009/10 of £165k to fund the introduction of pay on foot on Recreation Road South and Churchfields car parks. This is to be funded from balances.
- 2.5 That Cabinet request Council approve to additional funding of £6k to be included as part of the medium term financial plan for 2010/11 to fund increased maintenance costs of the Pay on Foot system
- 2.6 That Cabinet request Council to approve an additional two Civil Enforcement Officers at a cost of £43k to facilitate the operation of the Pay on Foot parking system.
- 2.7 That delegated authority is granted to the Head of Street Scene and Community to negotiate an agency agreement for Civil Parking Enforcement with Worcestershire County Council, similar in terms and conditions to those set out in the draft agreement attached at Appendix E. If an agreement cannot be agreed then a further report will be brought to Cabinet for further consideration.
- 2.8 That an additional 10 parent and child spaces are provided at various locations within Council car parks.
- 2.9 That the limited waiting spaces, with the exception of the four spaces for disabled drivers, on School Drive car park are converted back to standard spaces as soon as possible.
- 2.10 That the Dolphin Centre car park is converted to a permit only car park with effect from 1<sup>st</sup> January 2010.
- 2.11 That Cabinet approve and adopt Appendix C Customer Charter and Procedures, and Appendix D Parking Appeal Policy, and that delegated authority is granted to the Head of Street Scene and Community to review the Customer Charter and Procedures and the Parking Appeal Policy and make any revisions or amendments in the future.
- 2.12 That there is a reduction in parking charges on Hanover Street car park from 80p per hour to 70p per hour, and that the all day fee on the same car park of £4 is reduced to £3 with effect from 1<sup>st</sup> January 2010.



- 2.13 That a new 30 minute charge of 40p is introduced on long stay car parks with effect from 1<sup>st</sup> January 2010.
- 2.14 That the Churchfields Multi Storey and Stourbridge Road car parks have a new three hour tariff set at £2.10 made available with effect from 1<sup>st</sup> January 2010.

### **3. BACKGROUND - STAFFING**

- 3.1 The parking section currently consists of three Civil Enforcement Officers undertaking all of the duties associated with managing of the Council car parks. Officers have been concerned for some time that this is insufficient to properly cover the operating hours of the sites across each 7 day period. The appointment of an additional Civil Enforcement Officer is therefore seen as critical to maintain this high profile operation.
- 3.2 Officers are involved in a wide range of activities other than enforcement including attending medical emergencies, providing assistance to users, giving directions and giving of advice to people visiting the town. They are often the first point of contact and act in an ambassadorial role for the Council. In addition, these officers regularly give assistance to motorists in changing tyres or assisting broken down vehicles.
- 3.3 It is likely that changes to the parking operation will increase this ambassadorial role of officers.
- 3.4 The cost of each post is £21.5k but employment of an additional Civil Enforcement Officer would negate the need for a private security company to be employed to lock Churchfields Multi Storey car park which would save the Council an additional £3.5k per year and part fund the new post.
- 3.5 Two Officers are currently involved in the administration of the parking office. This is labour intensive due to the inadequate nature of the current car park computer system. Officers have identified and trialed dedicated computer software which can considerably reduce the manual aspect of this operation.
- 3.6 The purchase of the Chipside system for managing parking enforcement would reduce the staff need within the Parking office and would allow the Council to employ just one full time member of staff to manage both Shopmobility and the administrative functions of the service. Thus saving a further £15,000 per annum
- 3.7 The employment of an additional Civil Parking Officer funded primarily from savings elsewhere within the team will also allow the Shopmobility service to operate on a Saturday. This is a service that has been requested many times by the disabled community.

### **BACKGROUND – PAY ON FOOT**

- 3.8 The adoption of pay on foot is covered in detail in appendix A.
- 3.9 The advantages of pay on foot over pay and display are;
- It increases compliance from 85% to 99.9%
  - It is a far more customer focused system
  - It reduces friction between offenders and Council staff
  - It generates more revenue
- 3.10 The disadvantages of the system are that;
- It requires higher staffing levels
  - There is a capital cost
- 3.11 The cost of installing pay on foot on Recreation Road South and Churchfields Multi Storey would be around £165k. This is described in detail in appendix A.
- 3.12 The pay back for this system is estimated to be around £40k per year. This is conditional on recommendations 2.1 – 2.2 inclusive being accepted. This is a pay back period of less than five years. A full sensitivity analysis of the likely consequences of the adoption of pay on foot is included in appendix A.
- 3.13 The introduction of pay on foot parking is supported by the Town Centre Regeneration Programme Manager. This is because pay on foot parking has been shown to have a beneficial effect on retail performance and visitor numbers and as such has been used as a key part of regeneration programmes. It has been one of the first actions of the well publicised Regeneration of Coventry, where it is currently being implemented. Some other examples of this out-turn are given below:
- The Centre Manager of Lanes Shopping Centre, Carlisle, stated that trade increased due to the introduction of pay-on-foot car parking at his centre.
  - The Parking Services Manager for Chesterfield Borough Council, stated that 3,000 more cars parked at the multi-storey car park in 2008/09 compared to 2007/08 following the introduction of pay-on-foot
  - When pay-on-foot was introduced at Westmorland Shopping Centre, Kendal by South Lakeland District Council, trade increased, visitors enjoyed a more relaxed visit (not having to rush back to their cars), and vandalism virtually ceased. The Project Director for Kendal Riverside Ltd., who funded the changes, said: "Kendal Riverside Ltd's support of this project is another tranche of our investment and commitment to the town and its ongoing regeneration

### **BACKGROUND – CIVIL PARKING ENFORCEMENT**

- 3.14 Civil Parking Enforcement is the adoption by the Council of the enforcement of on-street parking restrictions which are currently enforced by the police.

- 3.15 The costs of implementing CPE can be large. However, if pay on foot is adopted prior to the implementation of CPE the business case improves by £50k per annum. The start up costs of £120k would then be met within around three years even taking the worst case scenario. The costs associated with the implementation of CPE are outlined in detail in appendix B.
- 3.16 There are a number of issues regarding the involvement of the County Council in introducing CPE. The current agency agreement allows the District to take most of the risk without the County being liable. For example, Worcestershire County Council appears to be the only one which makes Districts pay for consolidating the Traffic Regulation Orders. These are clearly a County responsibility.
- 3.17 Members will have to take a view on whether they accept that the District pays for the adoption of CPE (as four other Districts already have). The alternative is to refuse the current agency agreement (as Malvern Hills have) and put pressure on the County to come up with a more reasonable agreement.
- 3.18 Officers would recommend that Civil Parking Enforcement is only adopted on acceptance by the County Council of the proposed agency agreement.

### **BACKGROUND – PARENT AND CHILD SPACES**

- 3.19 The number of parent and child spaces on the car parks numbers is low with 9 spaces on Recreation Road South car park, and 5 on Churchfields Multi Storey. These spaces are not enforced as they are not adequately signposted with clear regulations over their use.
- 3.20 Officers regularly receive complaints from customers who wish enforcement action to be taken against drivers abusing these bays. These types of bay are not included in the Order, and there is no definition of what denotes a child in this instance. Therefore Officers would advise that parents who arrive and leave with children are permitted to use these bays, and those drivers who are observed contravening their use in any other way, have enforcement action taken against them.
- 3.21 Officers also receive complaints regarding the lack of provision of these spaces. Unlike spaces for drivers with a disability, there is no statutory requirement for spaces for parents with children.
- 3.22 As these spaces occupy two standard spaces, they can adversely affect revenue particularly in well used car parks. In other car parks, the effect will be less keenly felt except at peak times.
- 3.23 Therefore officers would recommend that 10 additional parent and child spaces are provided at suitable locations on various car parks, subject to the approval of the relevant Head of Service. Each space will be designated by markings on the bay floor, and a further sign at eye level.

3.24 Additionally Officers would recommend that the parent and child spaces are included in the Car Parking Order at the earliest opportunity.

### **BACKGROUND - FREE PARKING BAYS SCHOOL DRIVE AND DOLPHIN CENTRE**

3.25 The 11 spaces provided in the School Drive car park for drivers wishing to park for up to 30 minutes are not all used throughout the day. These spaces allow free parking for up to 30 minutes for those users visiting the Customer Service Centre, or allow drivers visiting the Dolphin Centre to drop people off.

3.26 These spaces require more officer time than standard spaces to enforce, and a number of drivers who have stayed beyond the 30 minutes, or have used the space for a purpose other than indicated, have been issued with excess charge notices.

3.27 The use of these spaces is so low that officers would recommend their withdrawal. They suppress revenue at peak times, cause confusion for the customer by mixing free and paid for parking, and also cause extra work for Service Centre staff who currently check that drivers are not overstaying their 30 minutes at peak times.

3.28 In addition, the parking section has a responsibility to be fair reasonable, and consistent. The provision of these spaces is unfair unreasonable and inconsistent because the Council is treating drivers using its own facilities differently than those drivers using retailers and businesses in the town.

3.29 These spaces are difficult and time consuming to enforce, are the subject of daily abuse, and cause problems for staff in the Customer Service Centre (particularly at peak times). The manager of the Customer Service Centre and the Transport and Engineering Officer have both come to the conclusion that it would far simpler for all concerned if these spaces were removed.

3.30 In order to address the problems outlined above, officers would recommend the following;

- That the limited waiting spaces, with the exception of the four spaces for disabled drivers (which are converted to standard spaces the disabled), on School Drive car park are converted back to standard spaces.
- That the Dolphin Centre car park is converted to a permit only car park for the use of Dolphin Centre staff, Customer Service Centre staff, and contractors visiting the site.

### **BACKGROUND – ENFORCEMENT AND APPEALS POLICIES**

3.31 Appendices C and D detail the current enforcement and appeals policies.

3.32 In order to provide a transparent and clear presentation of these policies officers would recommend their adoption and publication as soon as possible.

3.33 It is intended that further minor operational changes may be made with Head of Service approval. Major changes will require Council approval.

### **BACKGROUND – TARIFF CHANGES**

3.34 The previous tariff changes in 2007 increased the fee on certain car parks to the current level.

3.35 The increase in charge to 80p per hour and £4 for all day parking on Hanover Street car park has decreased sales by 7% or 9349 tickets on the previous year. The price was increased to provide an incentive for drivers to park elsewhere as this car park was heavily used particularly when the market was in operation. The withdrawal of the market has removed some of the need for drivers to park here, and occupancy has fallen as a result.

3.36 Reducing the tariff to 70p per hour and £3 per day would encourage increased use of the car park. In addition, the proposed knocking down of the Market Hall would increase the size of the car park and also make it more visible. Officers therefore believe that any decrease in revenue should be covered by increased use arising from increased spaces and attractiveness.

3.37 Officers would therefore recommend that the tariff on Hanover Street car park is reduced to 70p per hour, and £3.00 for all day parking with effect from January 1<sup>st</sup> 2010.

3.38 In addition, officers believe that there is a strong case for the introduction of a 30 minute ticket for 40p on all the town centre long stay car parks. This may reduce income as a number of drivers who would normally purchase a 70p ticket will now have the option to save 30p.

3.39 The 30 minute ticket also aids enforcement as it is more difficult to argue with an officer when all they are requesting the driver to do is to spend 40p. This is particularly important when drivers are collecting prescriptions or takeaways.

3.40 Officers would therefore recommend that the 30 minute ticket is available on School Drive, Dolphin Centre (depending on recommendation 2.13), Stourbridge Road, Recreation Road North, Hanover Street, and Churchfields Multi Storey car parks with effect from January 1<sup>st</sup> 2010.

3.41 There is a discrepancy between some long stay car parks. The Stourbridge Road and Churchfields Multi Storey car parks do not have a three hour tariff band. Officers would recommend that these car parks now have the three hour tariff introduced at the earliest opportunity.

#### 4. FINANCIAL IMPLICATIONS

4.1 A summary of the estimated financial impact of the recommendations is listed below.

Rec. No.		£'000	£'000
2.2	<b><u>Increased Staffing</u></b> One off Expenditure Cost of redundancy:		
	Revenue Expenditure		
	Civil Enforcement Officer	21.5	
	Deletion shopmobility assistant	-15	
	Savings from security of car park changes	-3.5	
	<b>Net Cost p.a</b>		<b>3</b>
2.2	<b><u>Pay On Foot</u></b>		
2.3	<b><u>Capital Expenditure</u></b>		
	Conversion of car parks	165	
	Loss of investment income	2	
	<b><u>Revenue Expenditure</u></b>		
	Civil Enforcement Officers	43	
	Additional Collections	6	
	Additional Maintenance	6	
	<b>Revenue Savings</b>		
	Increased income due to POF	-95	
	<b>Net Savings p.a</b>		<b>-38</b>
2.4	<b><u>CPE Agency Agreement</u></b> No financial impact	N/A	
2.5	<b><u>Provision of Parent and Child Spaces</u></b> Met from existing budgets	N/A	
2.6	<b><u>Removal of Limited Waiting Spaces</u></b> Additional Income generated		-13
2.7	<b><u>Dolphin Centre Car Park to Staff Only Parking</u></b> Met from existing budgets	N/A	
2.8	<b><u>Parking Policies</u></b> No financial impact	N/A	

2.9	<b><u>Hanover Street Reduction</u></b> Reduction in income generated		33
2.1	<b><u>Increased Provision of 30 Minute Ticket</u></b> Reduction in income generated		10
2.11	<b><u>Additional 3 Hour Tariff</u></b> Negligible financial impact	N/A	
<b>NET SAVING ARISING FROM CHANGES</b>			<b>-5</b>

## **5. LEGAL IMPLICATIONS**

5.1 The making and amendment of car parks orders is regulated the Road Traffic Regulations Act 1984 and the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996.

## **6. COUNCIL OBJECTIVES**

6.1 The regeneration of the Town Centre is an objective for the Council. The proposals in this report will lead to a more customer focused system and more choice for customers of the parking service. This will attract visitors back to the town.

## **7. RISK MANAGEMENT**

7.1 Car parking is covered by Key Objective Reference Number 7 in the Street Scene and Community risk register. There are no new considerations.

## **8. CUSTOMER IMPLICATIONS**

8.1 The proposals in this report will lead to a more customer focused system and more choice for customers of the parking service. This will attract visitors back to the town.

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

9.1 The current requirement for the Recreation Road South car park is to have 18 spaces for disabled drivers. In order to keep this number of spaces at the minimum level it may be necessary to remove or reallocate other spaces, and specifically convert parent and child spaces to spaces for disabled drivers. Any downward adjustment of these spaces will be matched by an identical increase in provision in the Churchfields car park.

9.2 In addition, two of the existing spaces for disabled have been allocated solely for the new Changing Places facility in the town centre.

9.3 Officers are not currently putting forward the absolute proposed changes to the spaces as work is still underway to assess the optimum layout and any changes are an operational matter.

**10. VALUE FOR MONEY IMPLICATIONS**

10.1 The use of a system such as pay on foot will deliver financial benefits to the Council. However, to look at the system in financial terms is unhelpful as there are a number of other benefits which need to be considered.

10.2 A pay on exit system such as pay on foot is favoured by a number of drivers as a fairer system. Town traders have also been keen to see this type of system introduced as it removes the need for the driver to return by a fixed time. The Economic Development Officer at the Council is also in favour of such a system as it will undoubtedly bring more drivers into the town and also increase the average length of stay. This will have the further benefit of increasing the average spend for each visitor.

10.3 The introduction of pay on foot will also enhance the reputation of the Council. There are groups who have campaigned for an easier system in preference to pay and display as this is thought of as too difficult to use. This system is simple to use.

10.4 The other options for delivery are to work in partnership with an adjacent or nearby authority, or to subcontract the service to a private contractor. Both courses of action would be more expensive than operating this system in house and would still require a large amount of management. The cheapest and most efficient way of delivering the service is for the Council to operate it.

**11. OTHER IMPLICATIONS**

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



## 12. OTHERS CONSULTED ON THE REPORT

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

## 13. WARDS AFFECTED

All Wards

## 14. APPENDICES

Appendix A Pay On Foot Proposal  
Appendix B CPE Briefing Note  
Appendix C Parking Enforcement Policy  
Appendix D Parking Appeals Policy  
Appendix E Proposed Agency Agreement

## 15. BACKGROUND PAPERS

None.

## CONTACT OFFICER

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Tel: (01527) 881493 or 07850 918996

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# Equality Impact Assessment Completion Form

**1. What is the name of the service, policy, procedure or project to be assessed?**

This assessment looks at the replacement of the pay and display parking system with pay on foot on the Recreation Road South and Churchfields Multi Storey car parks.

**2. Briefly describe the aim of the service, policy, procedure or project. What needs or duties is it designed to meet?**

The aim of the change of parking system is to provide a more customer focused system which is easy to use and which does not rely on enforcement to force drivers to comply.

**3. List your customers/ stakeholders**

All car park users.  
Drivers who do not currently use the car parks.

**4. How do you know who they are?**

All car park users – they use the car parks.  
Drivers who do not currently use the car parks – we don't, although there is anecdotal evidence from many residents who state they do not use the car parks.

5. Do any of your customers/ stakeholders come from the following Equality Groups?

Equality Group	Yes	No	Further Evidence Needed
Race / Minority Ethnic Groups	√		
Disability	√		
Gender ( Male/ Female )	√		
Gender Re-assignment (Trans-sexual)	√		
Marital Status	√		
Sexual Orientation	√		
Religion/ Belief	√		
Age	√		
Income group	√		
Rural/Urban mix	√		
None of these			

**6. What activities have you undertaken to establish the information to answer questions 4 and 5?**

We haven't. Common sense would tell us that customers who have driven on to the car parks are our customers, and the anecdotal feedback from others who do not use the car parks would suggest that there is a larger number who do not due to the system employed.

**Who have you consulted and what methods have you used?**

The Older Peoples Forum has submitted information gained from their consultation exercise following the withdrawal of concessionary permits. This included information from many drivers with a disability. There were several hundred responses which I could only look through a number of. However, the same points were raised repeatedly and a pattern emerged. These points were;

1. The pay and display machines were difficult to use
2. Entering the registration details on the machines is difficult
3. The information on the machine is difficult to read
4. It is difficult to walk to another machine when the nearest one is broken
5. There are not enough machines

All these comments would be addressed by the pay on foot system.

There were other comments relating to the reintroduction of concessionary permits and free parking for drivers with a disability. However the Council has made it clear that it will not be doing this.

The secretary of the Forum was generally welcoming of the proposal to replace pay and display with pay on foot simply because of the ease of use of the new equipment. It was felt that this would address a number of concerns that the group had. The meeting took place at 10.00 am on 04/08/2009 between Steve Martin and Carol Tipping.

The Disabled User Group met in Bromsgrove at 10.00 am on 07/08/2009 and was presented with a brief outline of the proposal. Feedback from the group relating to the proposal was that;

1. The additional hour for blue badge holders was not widely used and would need to be publicised when implementing the new system
2. There was concern from one member of the group that transferring tickets between two car parks with different systems would not be possible
3. There was concern from two members of the group that the pre-registration of blue badge holders to use the extra hour would disadvantage those who use several different vehicles – this can occur when a Blue Badge holder is not a driver but can be driven by other people. The Blue Badge application process asks for two mainly used car registration numbers which would be used for enforcement purposes. To ask for a longer list of vehicles which may be used would be impractical.
4. One member of the group queried how they would reach the ticket from the machine
5. There was a question regarding the position of the paystations in one group and whether these could be moved to another pedestrian exit

In answer to those points raised;

1. The Council agreed that ways of publicising the additional hour were required, and further feedback from the group would be welcomed.
2. The Council would attempt to minimise this effect by charging solely for the amount of time used to the nearest 5 or 10 minutes on pay on foot car parks. In this way a driver using one hour and five minutes would pay for just that. At most operators, such as those operating at Redditch, the one hour and five minutes would trip the customer over into the two hour time band and cost more.
3. The Council has to balance the need to redress the needs of the mobility impaired with the requirement to operate a robust system with reduced risk of abuse. Feedback from most Shopmobility customers is that generally only one driver is used most of the time, and therefore it is reasonable for the Council to only register one vehicle.
4. The system can be set up so that some vehicles are recognised and the barriers would be raised automatically with payment taking place later. Again, this will require a robust system to be set up and generally only drivers without the use of one arm or hand should be considered for this option.
5. The cost of providing data cabling may prohibit this as the business case is based on the location specified to the group. In addition, the simplicity of having all the paystations in one place has added benefits for staff, customers and security arrangements. However, the Council agreed to look at this option.

The Disabled Users Group generally agreed that the proposed Pay on Foot system is much better than the current Pay and Display system even though there are a few issues to iron out. The Council will bring back detailed proposals about the size and location of shelters and paystations, and site visits were offered to the group should they wish to see the equipment in operation.

The Transport and Engineering Officer and Civil Enforcement Officer 22 also spoke to three permit holders leaving the multi storey car park through the vehicular exit. All permit holders were female. In the event that pay on foot is installed, it may be necessary to ensure that pedestrians cannot enter or leave in this manner because of the danger caused by barriers opening and closing.

All three permit holders were supportive of this measure because they felt that security would be improved. This was surprising to the officers as this would force them to walk all the way around the supermarket to gain access to their place of work. In the past this would be seen as a significant inconvenience and caused adverse comment.

**7. Is there evidence that any groups are being treated unfairly, directly or indirectly?**

<b>Equality Group</b>	<b>Yes</b>	<b>No</b>	<b>Further Evidence Needed</b>
Race / Minority Ethnic Groups		√	
Disability*			√
Gender ( Male/ Female )		√	
Gender Re-assignment (Trans-sexual)		√	
Marital Status		√	
Sexual Orientation		√	
Religion/ Belief		√	
Age		√	
Income group		√	
Rural/Urban mix		√	
None of these			

\*The fact that drivers will not be able to transfer tickets from pay and display car parks to pay on foot systems has been raised as an issue. There is an extremely low need for this facility, and further information regarding this is being sought from national organisations. Should the proposal be implemented this will be monitored generally during operation of the new system.

8. Please detail the information you have gathered to support the answers to question 7.

Equality Group	Evidence gathered
Race / Minority Ethnic Groups	N/a
Disability	Feedback from Shopmobility customers, Disabled User Group, and the Older Peoples Forum.
Gender ( Male/ Female )	Anecdotal feedback from permit holders in Churchfields Multi Storey (all female).
Gender Re-assignment (Trans-sexual)	N/a
Marital Status	N/a
Sexual Orientation	N/a
Religion/ Belief	N/a
Age	N/a
Income group	N/a
Rural/Urban mix	N/a
None of these	N/a

9. Is there any justification for any unfairness identified in question 7 - for example, disproportionate cost? Describe the supporting evidence.

N/a

10. If you have identified any area of unfairness that cannot be justified, how will you eliminate or minimize this?

N/a

11. The results of your research and any justifications must be easily available to the public. When, where and how will you publish this information?

This assessment will be made available at the Cabinet meeting considering Pay on Foot. It is also intended that it will be made available from the Council web site.



- 12. In support of the Inclusive Equalities Scheme, you are required to regularly monitor all policies and services for fairness. What plans do you have to monitor this particular service, policy, procedure or project?**

The satisfaction levels with the project will be monitored before and after the proposal is installed.

- 13. Your findings now need to be managed through your Departmental 3 Year Rolling Equality Action Plan. Please complete the final section of this form.**

Action Required	By Whom	By When	Signed when completed	Priority	How has this Promoted Equality?

Equality Impact Assessment undertaken by ..... ( Signed )

Full name (in capitals please) Steve Martin

Position in the council Transport and Engineering Officer

Date 14/08/2009

When you have completed this form, please retain a copy and give a copy to your Equalities Champion, so that they can report to the Head of Service and the Equality Officer in Legal, Equalities and Democratic Services.



**EQUALITY**  
FRAMEWORK  
FOR LOCAL  
GOVERNMENT  
ACHIEVING

DRAFT

**BROMSGROVE DISTRICT COUNCIL**

**Briefing Note**

**PAY ON FOOT PARKING SYSTEM**

**1. SUMMARY**

- 1.1 This report summarises the adoption of pay on foot on selected Council car parks.

**2. BACKGROUND**

- 2.1 The current system of operation on Council operated car parks is pay and display. This requires a driver who wishes to park to buy a ticket and display it on the vehicle dashboard. Failure to do so may result in a parking fine being issued to the driver of that vehicle. Similarly, if a driver fails to return within the amount of time purchased, they may also be liable for an excess charge.
- 2.2 Whilst the system is relatively economical and easy to operate, it does use the threat of financial penalty to force compliance. It is also relatively easy to avoid payment. For example, there are 1470 spaces patrolled by Civil Enforcement Officers, and these can take a reasonable amount of time to walk round. The chances of being caught are therefore relatively small, and even if all three officers are patrolling there is a chance that drivers can avoid payment.
- 2.3 As an estimate, officers believe that the section is between 5% - 20% effective when finding parking offenders. This is no reflection on the staff that patrol, but is more an indication of the effectiveness of the current system of pay and display.
- 2.4 There are also a number of drivers who will now sit in their cars and wait for their passengers to avoid payment. When an enforcement officer approaches, they will drive away to avoid the issue of a parking fine. This has become far more prevalent in the last six months than it used to be, and presents a significant problem to parking staff as we have a policy of allowing drivers the chance to comply rather than immediately book them. However there are a number of drivers who simply drive away to avoid the issue of the excess charge notice.
- 2.5 From random inspections, in the late evening, it is apparent that payment for parking during the later hours of operation is not very high. The parking section currently has sufficient funding to patrol car parks from 0800 to 1900 from Monday to Saturday. .

- 2.6 An alternative system is the provision of a pay on foot system. This requires the driver to wait at a barrier after entering the car park, press a button and withdraw a token. The driver then parks normally and after completing business returns to the car park. The driver then takes the token and inserts it into a pay station on or near the car park and pays the appropriate fee. When leaving the car park the driver is required to again stop at a barrier and insert the token, previously paid for, into the exit machine. The barrier arm then lifts and the vehicle is able to leave the car park.
- 2.7 The system does not require enforcement activity to check if drivers have paid, and if drivers have overstayed their parking ticket. Therefore the system is far more attractive to drivers who can park without worrying about receiving an excess charge. This is also attractive to retailers who regularly point out that pay and foot increases the average spend per visitor.
- 2.8 The system is however staffing hungry.. If a Pay and Display machine breaks down drivers can use another machine. If a Pay on Foot system breaks down someone has to check payment has been made and then release the cars from the car park. Similarly, during extremely busy periods, there will be occasions where it will cause drivers to queue to exit or enter the car park. This can be reduced by having officers pressing the buttons for them and hand them the ticket before they reach the barrier so that the driver can just drive in. Other car parks where pay on foot has been introduced have developed queuing at peak times when entering and exiting the car park.
- 2.9 The system counts how many drivers have entered the car park and will normally allow a preset number of spaces to be occupied (for example 95%) before only allowing drivers in when someone has exited. This will work well during normal periods but requires closer attention during busy periods so that the system can be altered so that more drivers can be let in. As 6% of spaces provided are solely for blue badge holders, it is not a simple matter to control the number of cars entering the car park. This therefore does require an officer to be present at all potentially busy times. In addition, real time information signs denoting whether there are spaces will need to be provided near to the entrance to these car parks so that customers are aware if there are spaces or not, and can decide whether or not to queue.
- 2.10 The fact that the Council already charges blue badge holders to park is an advantage as pay on foot will be difficult to integrate with a concession for blue badge holders. However in order for the existing extra hours parking provided for disabled users it will be necessary for a registration scheme that will record the details of regular users. This will be almost certainly need to be managed from the Shopmobility centre and be advertised locally. The vehicle will then be recognised on entering the car park and a different tariff applied to that vehicles card. This will ensure that the driver is then given an additional hour. The exact operation of the system has yet to be finalised,

but the additional hour will be given to blue badge holders who register. The existing additional hour will continue to be available on car parks continuing to operate with the Pay and Display system.

2.12 The Recreation Road South car park will require some redevelopment to accommodate pay on foot. A curbed entry lane will need to be built to accommodate a number of vehicles to allow stacking of waiting vehicles on the car park. This will require some spaces to be removed and some to be placed elsewhere in the car park. The layout will cause some comment as it will be a change from the current layout. However, officers believe it represents the best fit for a suitable inlet road.

2.13 The exit lanes will remain largely unaltered.

2.14 It is necessary for pay and display to remain working and functional until the go live date, after which the equipment can be removed and stored.

2.15 In order to maximise the revenue generated on the car park, it may be necessary to relocate a number of spaces for the disabled and spaces for parents and children to the multi storey car park. The number of spaces for the disabled will remain at or above the statutory minimum level of 6% of all spaces.

2.16 Taxi drivers will also require passes which will allow a limited amount of waiting to allow them to pick up and drop off. In principle however all drivers who enter the car park will be expected to pay. The same principle exists at the moment so this represents no change to the existing procedure.

2.17 Officers would recommend that pay stations are placed adjacent to the Recreation Road South car park in front of the canopy over the entrance to the supermarket. These pay stations could be used by customers of either car park as the machine would recognise which car park the customer had come from and charge the appropriate tariff.

2.18 The disadvantages of this system are that;

- It requires higher staffing levels
- There is a capital cost

2.19 The advantages of this system are that;

- It increases compliance from 85% to 99.9%
- It is a far more customer focused system
- It reduces friction between offenders and Council staff
- It generates more revenue

### **3. FINANCIAL IMPLICATIONS**

- 3.1 The fundamental financial issue for the installation of the pay on foot system are whether the increased staffing costs can be exceeded by the increase in revenue generated.
- 3.2 The increase in staffing which is necessary to ensure that staff are available even at times of annual leave and sickness would cost the Council an additional £43k per year. This includes two Civil Enforcement Officers. (Note this figure assumes that staffing levels are at 4 full time CEOs).
- 3.3 The increase in revenue is difficult to predict. Increases in revenue from other car parks have shown an increase of around 10% to 30%. In the most recent example available to officers, a 250 space car park with a similar fast turnover to Recreation Road South achieved an increase of 30%.. The number of spaces lost due to the provision of an inlet road for stacking would lead to a decrease of around 1% of spaces. Officers believe that it would be prudent to estimate an increase of around 17% on current revenue. This would be an additional £95k per year.
- 3.4 There is a spread of likely outcomes. These are based on the following parameters;
- The current level of non-compliance
  - Historic levels of non-compliance
  - The attractiveness of the system in encouraging people to use these car parks.
  - Information from other parking operators
- 3.5 The current level of non-compliance is relatively high with officers noticing an increase in the number of drivers attempting to avoid payment. The historic level of non-compliance is based was 15%. Therefore the current non-compliance rating will be higher.
- 3.6 The spreadsheet below summarises the financial position officers believe would occur if the pay on foot system was introduced;
- |                                |             |
|--------------------------------|-------------|
| Cash collections               | -£6k        |
| Increased staffing             | -£43k       |
| Maintenance                    | -£6k        |
| Less spaces and better capture | £95k        |
| <b>Total</b>                   | <b>£40k</b> |
- 3.7 There is a risk that the 17% figure may not be achieved. Some drivers may be put off using the car parks, for example, and not all of those who currently avoid payment may decide to park on-street or avoid payment in other car parks. This has to be balanced against higher levels of enforcement from having more staff and the improved attractiveness of the

pay on foot system. Officers would therefore caution that the possible spread of improved income would be from £54k to £119k. The £95k used is the best guess that officers can provide for any increase provided that car park use remains at the current level.

- 3.8 Cash collections would need to be increased particularly as notes could now be used by some customers in the pay stations. There would also be an increase in the cost of maintaining the equipment.
- 3.7 Although there would be a drop in the number of excess charges issued on Recreation Road South and Churchfields Multi Storey car parks, there would also be an increase in the number issued on other pay and display car parks as on most evenings there would be two officers patrolling up until 22:00. Officers believe that this would lead to a marked increase in excess charges issued, particularly as many drivers are aware of the current relatively low level of enforcement.
- 3.8 Officers would estimate that the capital cost of the scheme would be around £165k. The table below shows the estimated cost of the equipment – this should not be taken as a definitive price guide.

<b><u>Pay on Foot Equipment</u></b>	£k	Quantity	Total £k
Entry Terminal	£ 5	3	£ 16
Exit Terminal	£ 4	3	£ 13
Barrier - straight	£ 2	4	£ 8
Barrier - articulated	£ 2	2	£ 5
Basic paystation	£ 16	3	£ 47
Note paystation	£ 17	1	£ 17
Back office software	£ 12	1	£ 12
Intercom	£ 11	1	£ 11
Commission and training	£ 2	1	£ 2
			£ 131
<b><u>Capital Costs - POF Install</u></b>			
Relining			£ 3
Car Park Adjustments			£ 16
Shelters for paystations			£ 10
Electrical work			£ 2
Contingency			£ 3
Total Cost			£ 165

#### **4. LEGAL IMPLICATIONS**

- 4.1 The making and amendment of car parks orders is regulated the Road Traffic Regulations Act 1984 and the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996. Checks would need to be carried out to review if any changes were required to the current parking order and if necessary implement a revised parking order. The Council would also have to enter into a legal agreement with the contractor

supplying the Pay On Foot system covering the terms and conditions for the installation and operation of the system. The usual procurement procedures would apply.

## **5. COUNCIL OBJECTIVES**

- 5.1 The Council has adopted the Town Centre as a priority and the parking section directly supports the Town Centre as many visitors will use the car parks when visiting the town.

## **6. RISK MANAGEMENT**

- 6.1 None

## **7. CUSTOMER IMPLICATIONS**

- 7.1 The beneficial implications for the customer using pay on foot are that;
- There is no need for customers to worry about bringing change with them.
  - No excess charge notices will be issued for overstaying the time on the ticket or not displaying a ticket.
  - The pay on foot machines do not require the entry of a registration number and are therefore simpler to use.
  - A member of staff will be available at all times of charging to respond immediately to customers.
- 7.2 The adoption of a system which does not rely on punishing drivers to force compliance, and allows drivers to spend as much time as they need when shopping, will be of significant benefit to all customers.

## **8. EQUALITIES AND DIVERSITY IMPLICATIONS**

- 8.1 Although the current provision of parking spaces for the disabled is generally good, the current system of pay and display is unpopular with many drivers who have problems using the equipment. There is at least one driver who has stated that they are unable to use the pay and display machines and are also unwilling to use the Shopmobility in the town.
- 8.2 Pay on foot is seen as a much easier system to use for all concerned. The multi storey car parks in Redditch all use pay on foot and (aside from car park three) charge blue badge holders. This system has worked very well and officers understand that there has been little or no reason for complaint from drivers with a disability who use these car parks.
- 8.3 However, there is no facility for the transfer of tickets from one car park to another or from one system to another. To offset this officers will attempt to

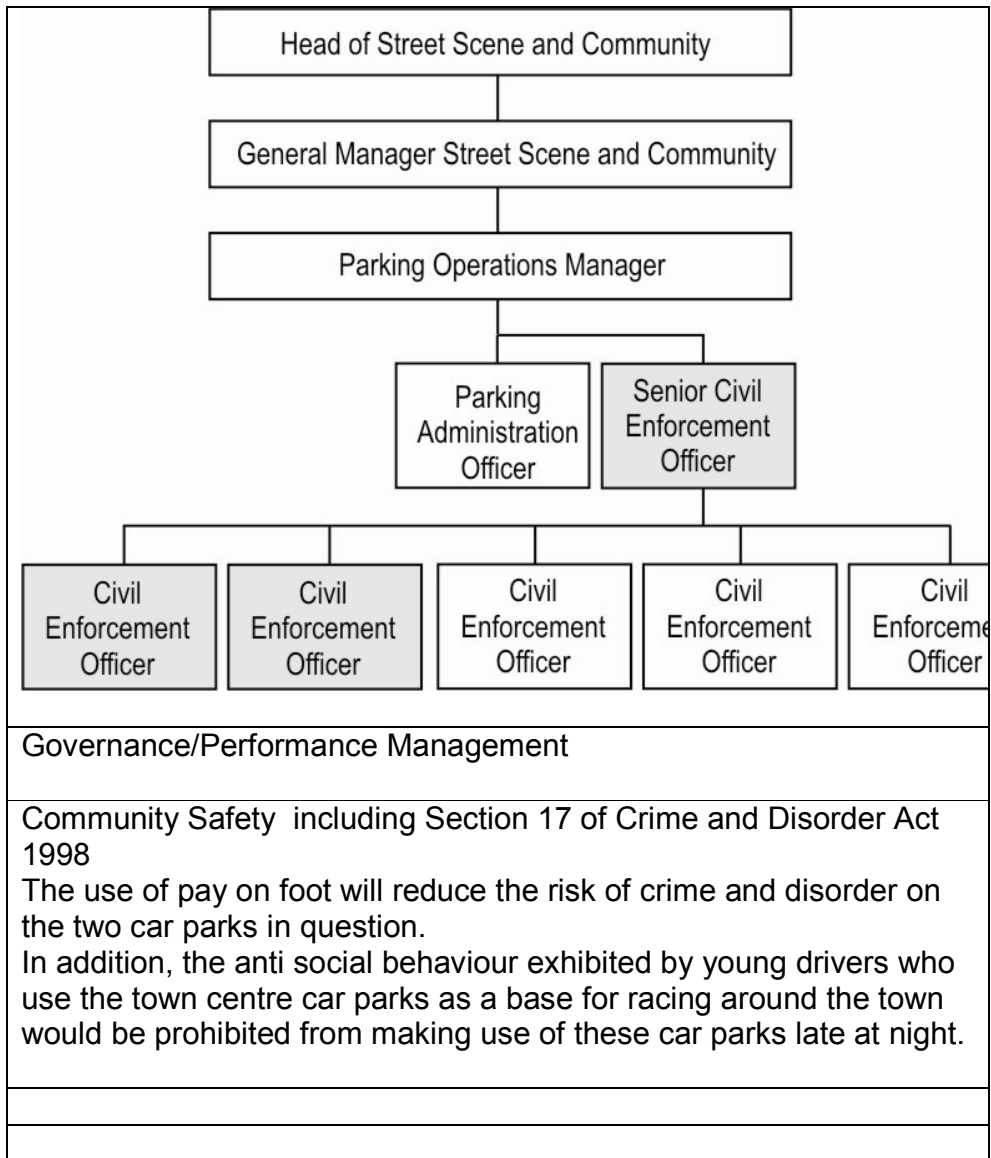


ensure that all drivers pay only for what they use by breaking each tariff down into 5 minute segments.

- 8.4 There is a significant benefit for all customers in having pay on foot, and this would be shared by many drivers with a disability. 25% of the pay stations purchased for this project will be those specifically designed for the use of drivers with a disability.

**9. OTHER IMPLICATIONS**

<p>Procurement Issues None</p>
<p>Personnel Implications                      The introduction of pay on foot will require the employment of two Civil Enforcement Officers. These will need to be in post by the start date of the scheme. In the proposed structure a Senior Civil Enforcement Officer is listed – it is likely that this post would not be necessary until the Council adopts CPE.</p> <p>The existing and proposed staff structures are listed below;</p> <div style="text-align: center; margin: 10px 0;"> <pre>                     graph TD                         A[Head of Street Scene and Community] --&gt; B[General Manager Street Scene and Community]                         B --&gt; C[Transport and Engineering Officer]                         C --&gt; D1[Shopmobility Assistant]                         C --&gt; D2[Parking Administration Officer]                         C --&gt; D3[Civil Enforcement Officer]                         C --&gt; D4[Civil Enforcement Officer]                         C --&gt; D5[Civil Enforcement Officer]                     </pre> </div>
<p>The proposed structure would be;</p>



## **APPENDIX B**

### **BROMSGROVE DISTRICT COUNCIL**

#### **Briefing Note**

#### **CIVIL PARKING ENFORCEMENT**

Responsible Portfolio Holder	Cllr James Duddy
Responsible Head of Service	Michael Bell
Key Decision	

#### **1. SUMMARY**

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

#### **2. BACKGROUND**

- 2.1 Civil Parking Enforcement, or CPE, is the enforcement of parking restrictions on the public highway by the local authority.
- 2.2 The police currently carry out this function through the employment of a traffic warden. After CPE has been adopted, the Council would be the sole agency responsible for enforcement of parking restrictions, although the police would retain some of their powers.
- 2.3 In the case of Bromsgrove District Council, these powers could only be adopted after a satisfactory agreement with Worcestershire County Council. The common length of time for adoption is 12 – 18 months. Officers would recommend a start date in the spring or summer months when enforcement

is generally easier, and carries less risk for those officers carrying out enforcement.

- 2.4 The adoption of CPE is not yet a statutory requirement, although officers believe that it may become so at a later date. Adoption at this stage allows the Council to implement CPE on its terms rather than have CPE imposed on it.
- 2.5 The adoption of CPE would also be in line with the Local Transport Plan 2, and specifically policy PARK1 which is;
  - To work with District Councils to ensure that CPE is rolled out across the County by 2011.
- 2.6 In order to off-set the cost of adopting CPE, the Council may wish to consider working in partnership with the County Council to introduce on-street charging at certain locations. This is a separate matter to CPE and officers have been advised to introduce the two items separately. However, the two can be introduced at the same time and would positively impact on the business case for introducing CPE.
- 2.7 The Transport and Engineering Officer has been contacted regarding parking throughout the District by various bodies and individuals requesting more enforcement activity. These requests have been passed to the police, but show that the low level of enforcement currently employed by the Police is leading to problems in the entire District.
- 2.8 Other authorities adopting CPE have experienced a significant backlash against the newly enforced restrictions. However, there are also clear benefits such as the increased turnover of parking spaces on street with the consequential improvement in trading opportunities, and the improvement in areas of congestion in towns. The advantages and disadvantages are described in the following paragraphs.
- 2.9 The adoption of Civil Parking Enforcement would allow the Council to;
  - Decide the level of enforcement required and where/how it is applied
  - Introduce new schemes (e.g. residents controlled parking) and enforce them appropriately
  - Improve traffic management
  - Improve safety and environmental conditions, particularly in the pedestrian areas around the High Street(s) or areas of trade in the District
  - Better utilise off-street parking locations and potentially increase revenue
  - Combine on and off street enforcement into a single management regime
  - Keep any revenue from Penalty Charge Notices, ring fencing the surplus to implement transport strategies
  - Provide a more straight forward public perception of parking
  - Review how parking is managed
  - Improve intra-authority co-operation and partnership working, for example, with Parish Councils and the County Council.

- Improve the opportunity for trade in the town and village centres

2.10 The disadvantages of adoption are;

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

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

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

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

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

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

2.14 The agency agreement between the District and the County Council is extremely important to the adoption of CPE. The County Council currently relies on an agreement which is financially disadvantageous to the District. This is because the District will have to stump up the cost of adopting CPE by submitting the application to the DfT and carrying out a TRO review. Worcestershire County Council appear to be the only County who insist on this. In addition the fact that four Districts have already accepted this agreement weakens any argument for change. Conversely, Malvern Hills

have indicated that they took the decision not to adopt CPE because of County's unwillingness to foot the bill.

- 2.15 The current agency agreement and proposed agency agreements are included for consideration as appendices to this report. Should County insist of the adoption of the current agency agreement without alteration, the Council shall insist that any surplus made as a result of CPE should be retained by BDC. If there is no agreement on this matter then CPE should not be adopted.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 The financial business case for the adoption of CPE was first proposed in the report by RTA Associates Ltd a consultancy employed by the District Council to consider CPE. Officers understand that they have also been employed for the same task by Wychavon, Wyre Forest and Redditch.
- 3.2 RTA Associates Ltd take the view that CPE will be financially viable in the long term. However Officers have some concerns with this point of view. The predictions provided by RTA Associates Ltd are based on a 5% increase in revenue from the off-street car parks. Experience from other District Councils shows that this is unlikely. Having consulted other operators informally they have indicated no increase in off-street revenue.
- 3.3 However, if a different style of parking enforcement is adopted on the current off-street car parks, which could reduce the need to employ additional staff, the adoption of CPE becomes far more attractive financially.
- 3.4 The broad financial conclusions from the RTA report are;
- The project would show an annual financial surplus if the highest rate of Penalty Charge Notice (PCN) level is chosen.
  - A consistent level of PCN issue is essential for viability.
  - Consistent and effective debt recovery is essential to the viability of the project.
  - There may be a need to work in partnership with the County Council to introduce on-street charges in certain areas (Bromsgrove, Rubery, Hagley, Alvechurch, Barnt Green are all possibilities) in order to ensure that the scheme is viable.
- 3.5 The Traffic Management Act 2004 has required parking operators to apply two different levels of penalty charge. The higher rate, commonly set at £70, is applied for a certain range of offences, whilst the lower rate (commonly set at £50) is applied for those offences which are felt to be less serious (i.e. displaying an expired ticket). Members should be aware that differential charging has caused a drop in revenue for some authorities, but does provide a more proportional fine.

- 3.6 The viability of the business model is based on the issue of around 9000 more PCNs per annum based on the employment of an additional 3 officers and the highest rate of PCN. This business case is necessary when submitting the case for adoption to the DFT. In the event that full compliance is achieved and no PCNs are issued, no income will be received. In this event the cost of policing the on-street operation will be met by the Council, with a potential cost of £159k per year. However, this may be offset by higher revenue from parking charges as a result of high compliance.
- 3.7 Staffing costs would also be higher with a requirement for an additional three enforcement officers, and the employment of a supervisor. The rise in workload for the back office may require the employment of another administration officer. This would lead to a predicted rise in annual expenditure of around £118k. However, if a more effective method of enforcing off-street car parks could be used such as pay on foot or the Automatic Number Plate Recognition System, the need for officers to patrol the off-street car parks as regularly as they currently do would be reduced, with the consequential reduction in revenue cost.
- 3.8 The introduction of CPE will require significant financial outlay. Operational management will allow a consolidation of all Traffic Regulation Orders within the District and some remedial works to be carried out. There will also be other capital costs incurred, such as On-street and Off-street Enforcement (e.g. providing equipment for enforcement officers), and Penalty Charge Processing (equipment for the back office function). These costs will need to be addressed as part of the medium term financial plan
- 3.9 There will also be increased revenue generated by the introduction of CPE. This will include potential additional revenue from parking fines and the potential for additional revenue from increased use of off-street car parks.
- 3.10 The figures supplied by the Consultants working on behalf of the Council suggest that there would be a start up cost of around £122k, and then an ongoing increase of £159k in expenditure to deliver the service. The following table itemises the set up, capital and ongoing revenue costs:

<b>Set up costs</b>		
PR	£	5
Consultants	£	15
Training, recruitment and uniforms	£	16
Computer equipment	£	14
<b>Total</b>	<b>£</b>	<b>50</b>
<b>Capital costs</b>		
Signs and line reviews	£	35
Signs conversion	£	2
Office equipment	£	21
Computer system	£	14

Total £ 72

**Ongoing revenue costs**

Parking manager*	£	11
PR	£	1
Additional staffing for enforcement*	£	103
Back office staff*	£	15
Ongoing back office expenses	£	29
<b>Total</b>	<b>£</b>	<b>159</b>

\*includes overheads

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

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

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

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

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

3.14 The appointment of another member of enforcement staff prior to the adoption of CPE would affect the business case in a beneficial way as detailed below:

	1	2	3	4	5
<b>Expenditure</b>	-£ 262	-£ 134	-£ 134	-£ 134	-£ 134
<b>Income</b>	£ 90	£ 150	£ 150	£ 150	£ 150
<b>Sub-Total</b>	-£ 172	£ 16	£ 16	£ 16	£ 16



<b>Cumulative</b>	-£ 172	-£ 156	-£ 140	-£ 124	-£ 108
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- 3.15 The use of the pay on foot system of parking management would make the business case far more financially viable as the ongoing staff budget would be reduced;

	1	2	3	4	5
<b>Expenditure</b>	-£ 212	-£ 84	-£ 84	-£ 84	-£ 84
<b>Income</b>	£ 90	£ 150	£ 150	£ 150	£ 150
<b>Sub-Total</b>	-£ 122	£ 66	£ 66	£ 66	£ 66
<b>Cumulative</b>	-£ 122	-£ 56	£ 10	£ 76	£ 142

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

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

#### **4. LEGAL IMPLICATIONS**

- 4.1 A full review of the Traffic Regulation Orders will have to be undertaken prior to adoption. This is an extensive undertaking, but is imperative due to the lack of accuracy of the current TROs. The project to review the TROs is a County Council responsibility (as the Highway Authority) and will need to be agreed and resourced as soon as possible after the decision to adopt CPE is undertaken.
- 4.2 Also vital is the agency agreement between the District Council and the County Council concerning the adoption of powers for on-street adoption. It is the County Council who will make the application to the Department for Transport (DfT), and prior to this application the agency agreement will need to be developed and signed. This agreement will address several issues, the most important of these being the financial aspects of adoption. For example, it will detail the process should there be a deficit in the on-street account, and also the use of any surplus that the adoption of CPE may generate.

#### **5. COUNCIL OBJECTIVES**

- 5.1 The adoption of CPE would meet three of the Council objectives which are;
- To provide a clean, safe, and attractive environment
  - To protect and improve our environment and promote sustainable communities

- To foster and sustain a strong and expanding economy

## **6. RISK MANAGEMENT**

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

## **7. CUSTOMER IMPLICATIONS**

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

## **8. EQUALITIES AND DIVERSITY IMPLICATIONS**

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

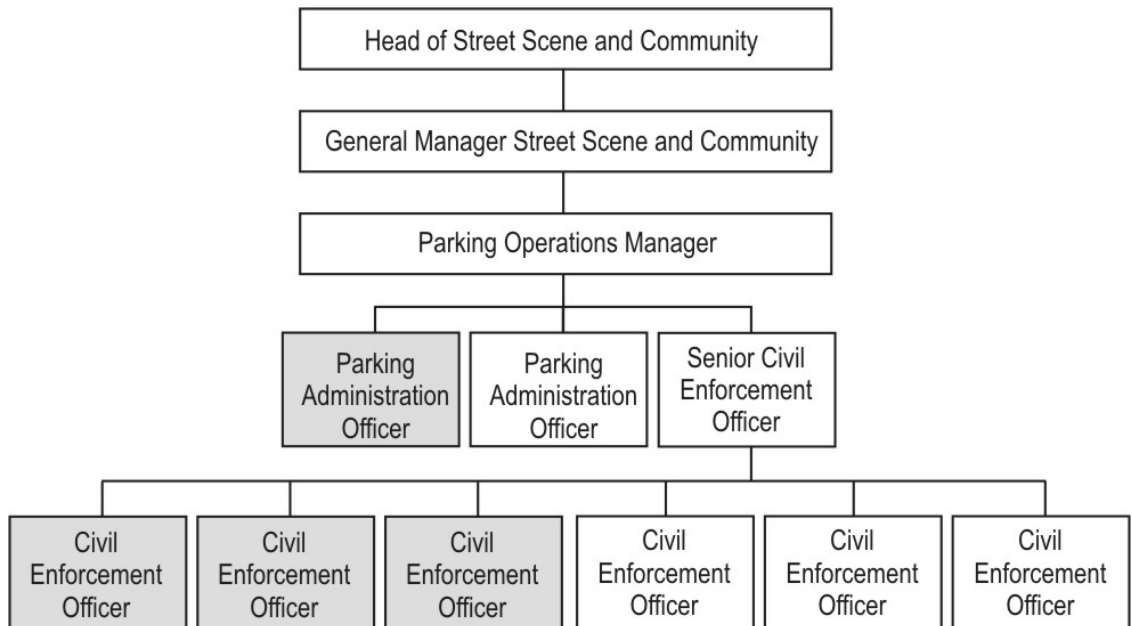
## **9. VALUE FOR MONEY IMPLICATIONS**

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

## 10. OTHER IMPLICATIONS

Procurement Issues: None
<p>Personnel Implications</p> <p>There will be a need for a senior officer to take responsibility for the complete management of the parking operation to include both on-street and off-street areas. This post may become part of an existing post, be a new post, or be outsourced.</p> <p>There will also be a need to consider the Transfer of Undertakings (Protection of Employment) (TUPE) regulations with regard to the Traffic Warden currently employed for on-street enforcement. It may be that he decides to take early retirement or redeployment, so TUPE may not apply.</p> <p>To manage this project, it will be necessary to establish a project steering group. This should include officers from the various internal sections of the Council, and also officers from the Highways Partnership Unit and the Police. It will also be necessary to establish a project manager to direct the steering group. Given the importance of this project, it is suggested that major policy direction for the project should come from a group of Members and senior officers who are constituted and delegated with the responsibility for the successful implementation of CPE.</p> <p>The need for additional staff has already been outlined in paragraph 4.6.</p> <p>In addition to managing the Engineering Technician and Shopmobility roles, the Transport and Engineering Officer is also responsible for managing the Council's concessionary fares policy and payments, along with a small number of other tasks.</p> <p>The decision to adopt CPE will immediately place an extremely high workload on the Transport and Engineering Officer, and consideration needs to be given as to how this would be managed internally. The workload created by the decision to adopt CPE will be substantial, and the successful implementation will be dependant on the resources made available for the process.</p> <p>Furthermore, the consultants have indicated that the current number of Enforcement Officers is unsatisfactory and should either be increased by one, or a Senior Enforcement Officer should be employed to address this. Due to the nature of their role, Enforcement Officers tend to be self-financing. The low level of staffing has also been commented on by the Councils Internal Audit section, and was reported to the Scrutiny Task Group by officers although this has not been included in the final report.</p>

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



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

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

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

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

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

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



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## Bromsgrove District Council

### Parking Enforcement

# Customer Charter and Procedures



#### Contents

1. Introduction
2. Customer Charter
3. Civil Enforcement Officers (formerly Parking Attendants)
4. Appeals
5. Grounds For Making Representations
6. Payment of Parking Fines
7. Staff Conduct
8. Exemptions and Waivers
9. Enforcement
10. Suspected & Abandoned Vehicles
11. Clamping & Removal of Vehicles

# 1 Introduction

## **Message from the Chair of the Bromsgrove Parking Steering Group**

*“Parking is important. It provides us with access to local services and businesses, leisure activities and shopping. It is also a popular topic for discussion, and many people will have strong views on the subject.*

*The parking provided by the Council in the District is of a high standard. We have CCTV on all our pay and display car parks. Our standards of parking for drivers with a disability are possibly the best in the local area. The car parks are regularly swept and cleaned, are illuminated to a high standard, and are patrolled frequently by uniformed staff.*

*These standards come at a cost. The charges we make for using these car parks support the maintenance, upkeep, and cleanliness of the car parks. The charges also support other Council initiatives such as CCTV and Shopmobility scheme. These two services in particular have made a huge impact on the District, and without charging for parking the Council would have struggled to introduce or maintain either.*

*Most of our customers play fair and pay for their parking, or use the car parks in line with the terms and conditions of use. Those who do not are often subject to enforcement activity.*

*This document sets out the standards we require our officers to adopt. Our officers will always work by the standards of honesty, integrity, and transparency. This document provides our customers access to those standards, and is also used by the section for training purposes.*

*I am pleased to introduce the customer charter and procedures.”*

**Councillor Griffiths - Chair of the Bromsgrove Parking Steering Group**

The purpose of this document is to provide parking customers and staff clear and transparent information regarding the operation of the parking service. It will be used as a training document for all staff. It is also aimed at being a useful tool for customers of the service who wish to research the way that the parking service operates.

This document also sets out the standard of service that Bromsgrove Council expects to deliver to our customers.

It is intended that this document will be regularly maintained, and also that it will be jargon free.



## 2 Customer Charter

We strive to;

- Provide an efficient and courteous service
- Provide safe and user friendly parking areas complying with current parking regulations
- Make your safety and security a key factor
- Provide 24 hour CCTV coverage on all our car parks
- Provide uniformed staff patrolling during open hours
- Provide designated spaces for disabled drivers set out to current regulations
- Ensure that our parking areas are well lit, cleaned, and maintained
- Clearly display information about charges and where to pay
- Repair any equipment as soon as possible, keeping disruption to a minimum
- Remove graffiti within 5 working days of reporting
- Seek and listen to your views and ideas on how we may improve the service
- To monitor and compare ourselves to others

### 3 The Role of the Civil Enforcement Officer

The Civil Enforcement Officers employed by Bromsgrove District Council will cover the off-street car parking operated by the Council throughout the District. These officers will receive training which will enable them to respond to customer needs sensitively and also to carry out enforcement fairly and consistently.

Civil Enforcement Officers will often be the first or only point of contact for many customers of the service. Much of the time spent by Civil Enforcement Officers will be engaged in queries from members of the public, but most of their time will be spent in enforcement activity. They will also report back items for action not normally covered by Enforcement Officers, such as fly-tipping, abandoned vehicles, graffiti, and damage to street furniture.

The Enforcement Officers will also carry out the following routine duties;

- Checking signage, bins, marking and general cleanliness
- Ensuring pay and display machines are operational
- Ensuring that drivers have paid for, or are entitled to, their parking
- Ensuring that vehicles are parked within a designated parking bay and are not causing an obstruction.
- Ensuring that there are no obstructions or hazards to health and safety on any of the parking areas.

#### **Excess Charge Notices – Issuing Criteria**

Before an Excess Charge Notice is issued, the following must be considered by the Enforcement Officer;

- Checking that all signs, markings, and plates in the immediate area are visible.
- Checking that pay and display machines in the vicinity are operational
- Checking that the vehicle has not broken down
- Checking that the vehicle is not displaying a permit.
- Checking that the vehicle is not displaying anything (ie a blue badge) that would give dispensation in that instance
- Checking that the driver is not in the process of purchasing a ticket.

#### **Issue and Serving of Notices**


An excess charge notice may be issued at the time that the Civil Enforcement Officer believes that the motorist is committing an excess charge offence. The notice will either be affixed to the vehicle in an envelope or handed directly to the driver.

The excess charge notice will contain the following information;

- Registration number of the vehicle;
- Location of the vehicle;
- Date and time of the alleged contravention;
- The number of the Civil Enforcement Officer issuing the excess charge notice
- Details of alleged contravention;
- Details of penalty payable;

- Instructions on how and where to pay;
- Instructions on how and when an appeal against the issue of the penalty may be made.

An example of the type of excess charge notice is included below:

Copy to Driver		<b>BROMSGROVE DISTRICT COUNCIL</b>		Excess Charge Number:
		<b><u>EXCESS CHARGE NOTICE</u></b>		ECN
<b>ROAD TRAFFIC REGULATION ACT 1984 DISTRICT COUNCIL OF BROMSGROVE (OFF-STREET PARKING PLACES) (VARIATION) ORDER 2008</b>				
To the driver of the vehicle, the registration number of which is: _____				
the above vehicle was observed in the _____ parking place				
at (time) _____ on (date) _____ 20 ____ by Civil Enforcement Officer No. ____ . The vehicle (tick as applicable);				
<input type="checkbox"/> Did not have a valid ticket or permit displayed.	<input type="checkbox"/> Was not parked wholly in a designated bay.			
<input type="checkbox"/> Had a ticket which had expired at _____.	<input type="checkbox"/> Had a permit which had expired on _____.			
<input type="checkbox"/> Exceeded the maximum time allowed of _____.	<input type="checkbox"/> Was using a space for a purpose other than indicated.			
<input type="checkbox"/> Was parked in a space for the disabled without displaying a valid blue badge.	<input type="checkbox"/> Was being used for the sale of foodstuffs or other goods to persons in or near the car park.			
<input type="checkbox"/> Exceeded the maximum weight permitted.	Issued at (time): _____	VDA?	<input type="checkbox"/>	
<b>IF YOU DO NOT PAY A REDUCED CHARGE OF £35 WITHIN 14 DAYS OF THE DATE OF ISSUE OF THIS NOTICE, THE CHARGE DUE WILL BE £70. FAILURE TO PAY MAY LEAD TO PROSECUTION. DO NOT PAY THE ATTENDANT. SEE THE REVERSE FOR DETAILS OF HOW TO PAY.</b>				
<b>IT IS AN OFFENCE UNDER SECTION 35A(1) OF THE ROAD TRAFFIC REGULATION ACT 1984 FOR THE DRIVER WHO HAS LEFT THE VEHICLE IN THIS PARKING PLACE TO FAIL TO PAY THE EXCESS CHARGE.</b>				

Wherever possible a pre-addressed envelope will be supplied with the excess charge notice. In cases where the excess charge notice is handed to the driver, this may not always be possible.

Any excess charge offence may require the civil enforcement officer to take photographic evidence (either in the form of stills or video footage) of the offence. This will allow the Council to;

- Provide evidence to support the issue of the excess charge notice in cases of dispute
- Provide evidence that the civil enforcement officer has acted correctly and within the current guidelines

Photographic evidence will solely be used for the considering of appeals and the recovery of any debts incurred.

## 4 Appeals

We aim to ensure that each letter of appeal is carefully and fully considered, and that the decision reached in relation to the appeal is clearly communicated. The reasons behind our decision will also be made clear.

All appeals must be received in writing which may be by email, letter, or on an official appeal form. This is to ensure a clear record of the reasons for appeal.

Drivers are encouraged to appeal before the 14 working day limit for reduced payment has been breached. If an appeal is received after this time the full amount of the excess charge notice will be due.

We will endeavour to respond fully to any appeal within 10 working days.

The Council will contact the Driver and Vehicle Licensing Agency (DVLA) in order to ascertain who the registered keeper at the time of the excess charge notice was. If the driver fails to respond to the excess charge notice, then a letter will be sent to the registered keeper of the vehicle. This letter is known as a Notice to Owner (or NTO). The registered keeper will then have the opportunity to dispute the excess charge notice or make payment in full.

After 21 days the debt is formally recorded with the Council's accounting system. An invoice will be raised and sent to the debtor.

If no appeal is received, the debt is passed to our legal team for prosecution, and the cost of the excess charge notice may increase with administration fees being added to the cost, and additional charges may also apply if court appointed bailiffs are used.

Drivers may appeal on whatever grounds they wish, and all appeals will be considered on their own merits. However, officers dealing with appeals are required to observe the guidelines laid out in section 5.

A list of possible reasons that appeals may be accepted and also mitigating circumstances are included in section 5.

All appeals will be considered by the Notice Processing Office and the motorist informed of their decision within 10 working days on receipt of the appeal. Appeals must be received by the Notice Processing Office, and if possible should be on the appropriate form which is available online at [www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk).

In addition, a paper copy of the appeal form can be collected from;

Bromsgrove District Customer Service Centre  
School Drive  
Bromsgrove

If you do not have access to the internet and cannot visit the Service Centre, a simple statement in letter form will be adequate.

Completed appeal forms and letters of appeal can be returned to;

The Parking Office  
Bromsgrove District Council  
The Council House  
Burcot Lane  
BROMSGROVE  
B60 1AA

Email appeals can be sent to [appeals@bromsgrove.gov.uk](mailto:appeals@bromsgrove.gov.uk) – these will then be automatically forwarded to the relevant officers. Copies of any evidence pertaining to the appeal should be attached to the email. For example, if you wish to appeal on the basis that you own a blue badge, scan both sides of the blue badge and attach it to your email.

Should the Council reject the appeal, the motorist does **not** currently have the right to appeal to the Traffic Penalty Tribunal. This is because the Council operates under the Road Traffic Regulation Act 1984.

Drivers who are dissatisfied with the decision taken can refer the matter to the parking section again where the case will be reviewed by a senior officer. However, drivers should be aware that officers use the same criteria for considering appeals and these are included in section 5.

### **Registered Keepers Liability**

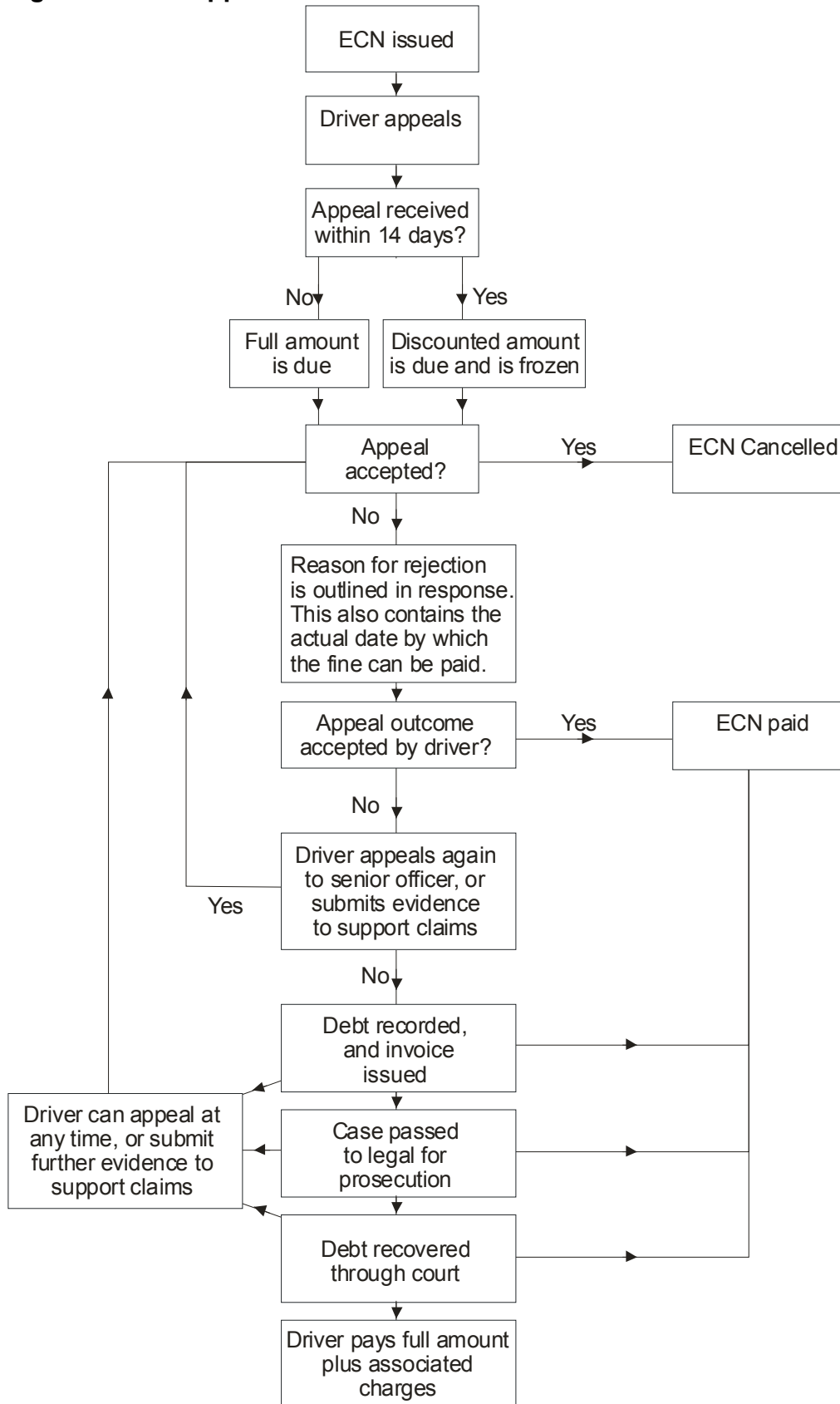
A number of appeals may be received on the grounds that the registered keeper was not in possession of the vehicle at the time of the offence. Although this may be the case, the registered keeper still has a responsibility to ensure that the vehicle is parked correctly and responsibly.

The registered keeper will still be liable for all excess charge notices issued.

All changes in keeper details must be forwarded to the DVLA by completing the relevant sections on the vehicle registration document. Where an excess charge notice is issued and a registered keeper is claiming to no longer own the vehicle and did not own the vehicle at the time of the alleged contravention, clear written evidence will need to be provided showing the precise date the vehicle was sold and the person to whom it was sold.

Hire vehicles are treated differently in that although the hire company is the registered keeper of the vehicle, the paperwork signed by the hirer clearly transfers responsibility of such penalties to the driver.

Figure 3 – The Appeals Process



## 5 Grounds for Making Representations

There are no statutory grounds for appealing against excess charge notices. The following list details how the Council will approach appeals.

<b>MAY ACCEPT REPRESENTATIONS</b>	<b>MAY REJECT REPRESENTATIONS</b>
<b>S1 The contravention did not occur:</b>	
<b>S1.2 where the motorist claims that a parking pay &amp; display machine was faulty</b>	
<p>If service records confirm a fault or that the machine had been taken out of service at the time of the contravention.</p> <p>If there is reasonable doubt because evidence not available to confirm that a machine was working at the time (test ticket) and there was not another ticket machine nearby which was operating correctly</p>	<p>If there was another ticket machine nearby that was working correctly at the time.</p> <p>If there is no record of the machine being faulty or taken out of service.</p> <p>If there is reasonable doubt because evidence confirms that other visitors had been able to purchase tickets during the relevant period</p>

<b>MAY ACCEPT REPRESENTATIONS</b>	<b>MAY REJECT REPRESENTATIONS</b>
<b>S1.3 where motorist claims that the restriction is not clearly signed or marked</b>	
<p>If signs and/or markings are missing or unclear.</p> <p>If signs and markings are inconsistent with each other and/or Traffic Regulation Order or Car Parking Order.</p>	<p>If site visit records or photographs establish that signs and/or markings are correct and consistent with each other and the Traffic Regulation Order or Car Parking Order legislation.</p>

<b>MAY ACCEPT REPRESENTATIONS</b>	<b>MAY REJECT REPRESENTATIONS</b>
<b>S1.4 where motorist was carrying out maintenance or building works</b>	
	In all other circumstances

<b>MAY ACCEPT REPRESENTATIONS</b>	<b>MAY REJECT REPRESENTATIONS</b>
<b>S1.5 where motorist claims that excess charge notice was not served (i.e. excess charge notice not found attached to the vehicle or handed to driver)</b>	
If the Civil Enforcement Officer's pocket book and/or computer notes confirm that the vehicle drove away before an excess charge notice could be served, i.e. excess charge notice not handed to the driver or fixed to the vehicle.	If the Civil Enforcement Officer's notes or photographs confirm that an excess charge notice was correctly served, i.e. handed to the motorist or fixed to their vehicle

<b>MAY ACCEPT REPRESENTATIONS</b>	<b>MAY REJECT REPRESENTATIONS</b>
<b>S1.6 where the motorist claims that their vehicle was not parked in the location at the time and on the date alleged on the excess charge notice which was issued</b>	
If the photographic, video, or any other evidence does <b>not</b> prove beyond any reasonable doubt that the vehicle was parked at the date, time and place of the contravention.	If the photographic, video, or any other evidence proves beyond any reasonable doubt that the vehicle was parked at the date, time and place of the contravention.

<b>MAY ACCEPT REPRESENTATIONS</b>	<b>MAY REJECT REPRESENTATIONS</b>
<b>S1.7 where motorist claims that permission to park had been issued</b>	
If records show that the motorist holds permission to park.	<p>If the motorist cannot provide a copy of the valid permission to park or if there is no record of any issue of the authorisation.</p> <p>If the motorist did not park in accordance with the authorisation.</p>

<b>MAY ACCEPT REPRESENTATIONS</b>	<b>MAY REJECT REPRESENTATIONS</b>
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<p><b>S1.8 where the motorist claims that a pay &amp; display ticket was purchased and displayed</b></p>	
<p>If the motorist produces a Pay &amp; Display parking ticket that was valid at the time the excess charge notice was issued <i>and</i> the vehicle registration number matches that entered on the ticket <i>and</i> it is the first contravention of this kind.</p>	<p>If the motorist is unable to produce a valid pay &amp; display ticket,                      Or                      The motorist has made a similar representation before and had a previous excess charge notice cancelled, after giving them the benefit of the doubt                      Or                      The Civil Enforcement Officer noted that the motorist obtained their ticket from another motorist in the car park                      Or                      Where digits have been entered on the face of the ticket and do not match those of the motorist's vehicle registration, subject to some latitude being allowed for errors.</p>

<b>MAY ACCEPT REPRESENTATIONS</b>	<b>MAY REJECT REPRESENTATIONS</b>
<b>S2 The penalty exceeded the relevant amount</b>	
If the excess charge notice and/or notice to owner letter showed the incorrect amount of penalty charge, i.e. the wrong penalty charge band	If the excess charge notice or notice to owner showed the correct amount of penalty charge

<b>MAY ACCEPT REPRESENTATIONS</b>	<b>MAY REJECT REPRESENTATIONS</b>
<b>S3 The Parking / Traffic Order was invalid</b>	
If the Traffic Regulation Order or Car Parking Order which prescribes the restrictions that the vehicle was parked in contravention of was either not constructed correctly, i.e. is ultra vires, or was not made correctly, i.e. not consulted on properly.	<p>The Traffic Regulation Order or Car Parking Order which prescribes the restrictions that the vehicle was parked in contravention of was constructed and made correctly.</p> <p>If the motorist merely considers the restrictions to be unfair.</p>

<b>MAY ACCEPT REPRESENTATIONS</b>	<b>MAY REJECT REPRESENTATIONS</b>
<b>S4 The motorist was not the owner/keeper of the vehicle at the time of the contravention:</b>	
<b>S4.1 where the current registered keeper claims that the vehicle was disposed of before the contravention occurred</b>	
<p>If the current registered keeper is able to provide proof that the vehicle was disposed of before the contravention, i.e. a bill of sale, registration documents, insurance documents or a letter from the DVLA; and/or</p> <p>If the current registered keeper is able to provide the full name and address of the person to whom they disposed of the vehicle.</p>	<p>If the current registered keeper is unable to prove that they disposed of the vehicle before the contravention or provide the full name and address of the person to whom they disposed of the vehicle.</p> <p>If the person named by the current registered keeper as the person to whom they disposed of the vehicle, either does not exist, cannot be traced or is for some other reason not considered to be bona fide the person named by the current registered keeper.</p>

<b>MAY ACCEPT REPRESENTATIONS</b>	<b>MAY REJECT REPRESENTATIONS</b>
<b>S4.2 where the current registered keeper claims that the vehicle was purchased after the contravention occurred</b>	
<p>If the current registered keeper is able to provide proof that the vehicle was purchased after the contravention, i.e. an invoice, registration documents, insurance documents or a letter from the DVLA; and/or</p> <p>If the current registered keeper is able to provide the full name and address of the person from whom they purchased the vehicle.</p>	<p>If the current registered keeper is unable to prove that they purchased the vehicle after the contravention or provide the name and address of the person from whom they bought the vehicle.</p> <p>If the person named by the current registered keeper as the person to whom they disposed of the vehicle, either does not exist, cannot be traced or is for some other reason not considered to be bona fide.</p>

<b>MAY ACCEPT REPRESENTATIONS</b>	<b>MAY REJECT REPRESENTATIONS</b>
<b>S4.3 where the current registered keeper claims that a contracted third party was responsible for the vehicle at the time of the contravention</b>	
Only when a hire agreement exists (see S6, below).	In all other circumstances because the registered keeper is always liable, including where the vehicle was left in the care of a garage.

<b>MAY ACCEPT REPRESENTATIONS</b>	<b>MAY REJECT REPRESENTATIONS</b>
<b>S4.4 where the motorist claims that they never owned the vehicle</b>	
If the DVLA confirm that the motorist was not the registered keeper at the time of the contravention.	<p>If the DVLA confirms that the motorist was the registered keeper of the vehicle at the time of the contravention.</p> <p>If the previous registered keeper provides proof that the motorist bought the vehicle before the contravention, or the subsequent registered keeper provides proof that the motorist sold the vehicle after the contravention.</p> <p>If the motorist is proven to have hired the vehicle for the day on which the contravention occurred and signed an agreement to take responsibility for excess charge notices incurred, subject to the time of hire (see policy S6, below).</p>

<b>MAY ACCEPT REPRESENTATIONS</b>	<b>MAY REJECT REPRESENTATIONS</b>
<p><b>S5 the vehicle had been taken without owner’s consent</b>  <b>S5.1 where the current registered keeper claims that the vehicle had been stolen</b></p>	
<p>If the registered keeper provides a valid police crime report reference number.</p>	<p>If the current registered keeper is unable to provide any proof of theft.</p> <p>If the police crime report reference number provided by the current registered keeper does not exist or it does not match the theft or date of the theft alleged.</p>

<b>MAY ACCEPT REPRESENTATIONS</b>	<b>MAY REJECT REPRESENTATIONS</b>
<p><b>S5.2 where the current registered keeper claims that the vehicle was driven by a third party (i.e. a friend, relative or estranged partner)</b></p>	
<p>In no circumstance</p>	<p>In all circumstances because the registered keeper is always liable, save for when a hire agreement exists (see policy S6, which follows).</p>

<b>MAY ACCEPT REPRESENTATIONS</b>	<b>MAY REJECT REPRESENTATIONS</b>
<b>S6 the owner is a hire company and have supplied the name of the hirer</b>	
<p>If the hire company are able to provide proof that the vehicle was hired at the time of the contravention, i.e. a signed agreement.</p> <p>If the hire company are able to provide the full name and address of the person to whom they hired the vehicle.</p>	<p>If the hire company are unable to prove that they hired out the vehicle on the date of the contravention or provide the name and address of the person to whom they hired the vehicle.</p> <p>If the person named by the hire company, without proof, either does not exist, cannot be traced or denies responsibility for the contravention.</p> <p>If the vehicle was being used as a courtesy car without an agreement signed to accept responsibility for excess charge notices issued.</p>

<b>MAY ACCEPT REPRESENTATIONS</b>	<b>MAY REJECT REPRESENTATIONS</b>
<b>S7 Any other information that the motorist / vehicle owner want the Council to take into consideration</b>	
	The decision whether or not an excess charge notice should be cancelled will only be taken following very careful consideration taking into account all of the evidence available.

## 6 Payment of Parking Fines

We will accept payment in a number of ways to make paying an excess charge notice easy. We will take action to recover any unpaid excess charge notices as they are regarded as a debt to the Council.

### Payment Facilities

It is the wish of the Council that all motorists are given a number of methods through which to pay the excess charge notice. The following payment methods will be allowed and administered by the Notice Processing Office:

- Cheque;
- Credit Cards;
- Debit Cards; and
- Cash.

Payments can be made by post (cheques only) by sending the payment to;

Bromsgrove District Council  
PO Box 7760  
BROMSGROVE  
B60 1BR

Cheques should be made payable to “Bromsgrove District Council”.

Payment by cash, cheque, or credit or debit card can be made in person at:

Bromsgrove District Customer Service Centre  
School Drive  
Bromsgrove

It is intended that in the future payment by credit or debit card can be made by phoning 01527 881474 and listening to and following the messages. This facility will be available at most times throughout the day everyday.

Payment by credit or debit card can be made by logging on to [www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk) and selecting the pay for it section. This facility is available at most times throughout the day everyday.

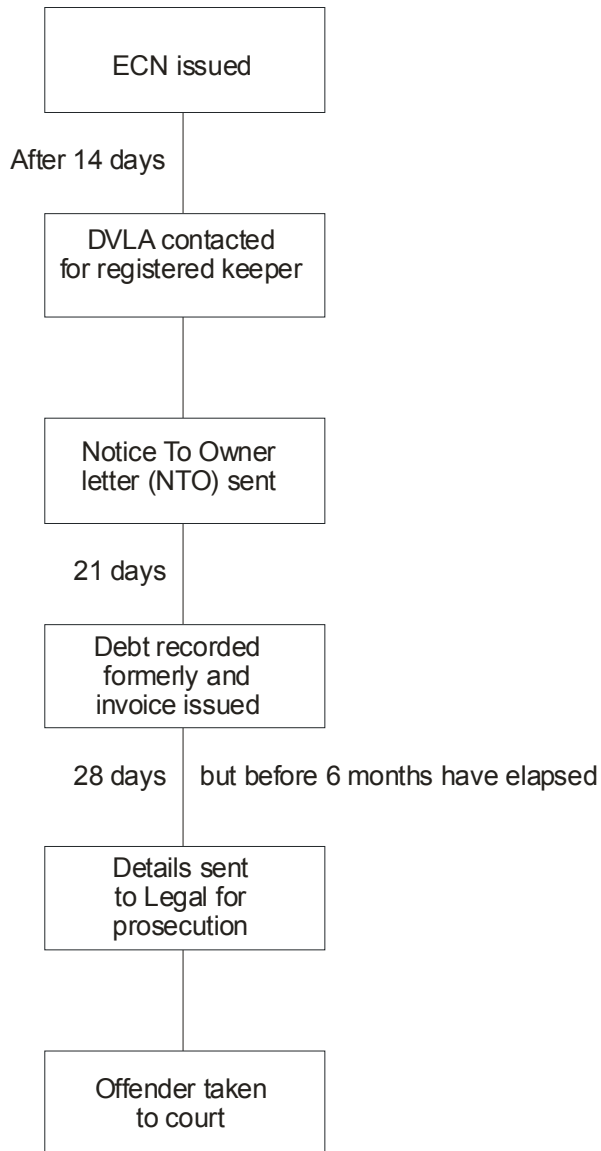
### The Issue of Excess Charge Notices

Once an excess charge notice has been issued, the registered keeper is offered a reduction for early payment of the charge. Once the prompt payment discount period, which is currently fourteen days, has passed, the debt owed doubles.

If the debt remains unpaid until after the case has been referred to County Court, the Council may add any additional costs incurred to the debt. Drivers should also be aware that the Court may appoint bailiffs to recover the debt.

The procedure detailed on the following page will be applied to excess charge notices.





## 7 Staff Conduct

Our staff will be highly trained to do their job well.

Bromsgrove District Council Civil Enforcement Officers will be easy to recognise in their green uniform.

All Bromsgrove District Council Civil Enforcement staff will treat customers with respect and expect to be treated in the same way.

### **Customer Care**

Bromsgrove District Council places a great emphasis upon customer care and operates principles aimed at maximising public relations. These principles will be embodied in operational procedures.

For example:

- A high standard for replying to correspondence has been set and will be maintained in line with customer care promises,
- Warning notices may be issued for certain contraventions; for example, a motorist holding a recently expired permit,
- All staff will work towards achieving a nationally recognised standard of competency and
- The use of corporate complaints procedures for the enforcements service embodying all the Council's standards.

### **Quality**

As part of the high standard that Bromsgrove District Council wishes to adopt, training will play a key role.

Along with the rigorous selection process in filling all Civil Enforcement Officers vacancies, an ongoing training and development programme will assist in the quality of service provided. Training of staff will also instil job satisfaction into our staff and encourage them to undertake their daily duties to the best of their abilities knowing they are fully supported by the Council.

Bromsgrove District Council will carry out training to high standards for Civil Enforcement Officers.

All new Civil Enforcement Officers will be required to work towards a nationally recognised assessment and certification.

### **Civil Enforcement Officer Uniforms**

Civil Enforcement Officer uniforms will be worn in accordance with national guidance. The design will incorporate the words "Civil Enforcement Officer" and "Parking Section" and will be easily distinguishable from police officers, etc. They will also have the name of the Council clearly displayed. The Attendants will carry a personal photo identity card. Personal radios and mobile phones will also be carried for the purpose of maintaining contact with the CCTV control room in order to request assistance and to alert the Police to incidents or issues requiring their attention.

**Complaints against Civil Enforcement Officers**

In striving towards continual improvement in the service provided by Bromsgrove District Council's Parking Section, the Council complaints procedure will be adopted enabling members of the public, both motorist and non-motorists, to register a complaint against any Civil Enforcement Officer or member of staff connected to the Parking Section.

Complaints can be made in person at The Bromsgrove District Customer Service Centre. Alternatively, you can ring and request a form on 01527 881288, or download a form from [www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk) .

The Council aims to investigate the complaints and respond within 10 working days of receiving the official complaints form.

## 8 Exemptions and Waivers

The following vehicles are exempt from parking restrictions on Bromsgrove District Council parking areas;

- Police vehicles, Fire Brigade vehicles and Ambulances whilst attending emergency situations;
- Local authority vehicles being used to carry out their duties (such as: refuse collection, street cleansing, highway maintenance).
- Recovery vehicles attempting to recover vehicles which have broken down, providing they are acting in accordance with the instructions issued by Civil Enforcement Officers.

## 9 Enforcement

We will observe vehicles for the periods stated for different contraventions before issuing an excess charge notice.

We will endeavour to take photographic or video evidence to show the excess charge notice was correctly issued.

We will consider mitigating circumstances for all representations.

### **Observation Period Prior to Issue of Excess Charge Notice**

What is important about these procedures is that they represent a foundation upon which fairness and discretion can be applied. The importance of flexibility in these matters has been recognised by the courts and, as a consequence, decisions made by Bromsgrove District Council staff must not be fettered by being unduly formulaic.

The procedures address the following:

- Observation times for enforcement staff
- The statutory grounds upon which representations may be made
- Mitigating circumstances
- The acceptance or rejection of representations

It is important to recognise that each case will be considered on its own merits - matters of proportionality, objectivity, fairness and reasonableness should be paramount. These procedures will be subject to ongoing review.

Civil Enforcement Officers may allow a period to undertake and record observations for genuine attempts to park before they may issue an excess charge notice. The table on the next page shows the duration of some of the observation periods and the standard contravention code which applies to the excess charge notice. These codes are nationally used.

<b>Observation Time</b>	<b>Contravention</b>
0 min	Parked for longer than the maximum period permitted
0 min	Parked in a restricted area in a car park
10 min	Parked after the expiry of time paid for in a pay & display* car park
5 min	Parked in a pay & display** car park without clearly displaying a valid pay & display ticket
0 min	Parked beyond the bay markings
0 min	Parked in a disabled person's parking space without clearly displaying a valid disabled person's badge
0 min	Parked in an area not designated for that class of vehicle
0 min	Parked causing an obstruction
0 min	Parked in a parking place for a purpose other than the designated purpose for the parking place

An 'instant' excess charge notice may always be issued in circumstances where the Civil Enforcement Officer concerned has evidence, other than a period of observation, which supports the action of issuing the excess charge notice without observing the vehicle for the minimum periods indicated.

\* The ten minutes relates to the period which has elapsed from the time of expiry.

\*\* Visitors are not permitted time to obtain change away from the immediate area of the Pay & Display machine or car park. Civil Enforcement Officers should observe queues at ticket machines and/or pedestrians who may be seeking change or returning to the vehicle in question, before issuing an excess charge notice.

\*\*There is no free parking. The five minutes time period is solely for the observation of vehicles believed to be committing parking offences. All drivers entering the car park are required to park in a bay and purchase a ticket.

To ensure this observation period is followed by all Civil Enforcement Officers, the vehicle details can be noted when first seen. The officer does not need to stay with the vehicle during this observation period. All excess charge notices issued will contain the details of this observation period for the motorist to see.

## 10 Suspected Abandoned & Vandalised Vehicles

Instances will arise where a vehicle remains parked in a restricted area for a period of time accumulating a number of excess charge notices. There may be a number of reasons for this; one of which may be that the vehicle has been abandoned. If a Civil Enforcement Officer suspects the vehicle may have been abandoned, this should be reported.

It is often difficult to judge if a vehicle is in fact abandoned; especially with older vehicles. A Civil Enforcement Officer coming across a vehicle that has several excess charge notices and finds the vehicle is untaxed or the tax has expired, or that the vehicle is generally of poor condition, then there is a good chance the vehicle has been abandoned and should be reported accordingly.

Once a vehicle has been reported by the parking attendant as potentially being abandoned, no further excess charge notices will be issued. The excess charge notices already issued though will be enforced against the registered keeper in the usual manner.

### **Vandalised Vehicles**

All excess charge notices issued will be cancelled when a vehicle has been vandalised to such a degree that it prevents its safe removal. Written evidence will be required before such excess charge notices are cancelled.

Written evidence could include police crime reference details or motoring organisation/garages who have recovered the vehicle. The details contained within the Officer's pocket book will also be considered in assessing extent of any damage to the vehicle in question.

Excess charge notices will not be cancelled without the provision of such supporting evidence.

## 12 Clamping & Removal of Vehicles

### **Clamping**

Bromsgrove District Council does not intend to introduce the use of clamping.

### **Removal**

Bromsgrove District Council does remove vehicles if that vehicle has incurred a number of excess charge notices *and* it is believed that these excess charges remain unpaid *and* the vehicle is committing another excess charge offence. The Council intends to attempt to contact drivers prior to removing vehicles wherever possible. However, this may not always be possible.

The Council will be sensitive to public needs, and responsive to the requirements of those whose vehicles have been removed. The Council will release removed vehicle only when the excess charge notices and associated charges have been paid. It does not intend to remove vehicles as a matter of routine.

### **Document Control**

This is version 1.0, written 18/01/2008.



## PARKING APPEALS POLICY

### **BACKGROUND**

Parking regulations are introduced by the Council to ensure that limited parking space is allocated fairly. Non-compliance with these regulations impacts on other users and is not acceptable.

The Department for Transport provides clear advice on the procedures for dealing with representations from motorists about parking fines. It requires Local Authorities to authorise certain personnel to deal with representations. These authorised personnel should be familiar with all aspects of Parking Enforcement, so that they can judge whether or not a representation falls within the statutory grounds under the Transport Management Act 2004 (TMA) or within the Councils own guidelines.

Given the semi-judicial nature of the representations process the DfT requires that Local Authority Members should play no part in deciding individual representations. Similarly, non-authorised personnel should also take no part in deciding individual representations. Where representations are made about receiving an excess charge notice, or where councillors and senior staff members make representations on behalf of individuals, the following guidelines will be followed.

### **PROCEDURE**

All representations made either directly or on behalf of an individual must be made in writing.

When it is considered that there are grounds for cancelling an excess charge notice the representation must be passed to an authorised officer to decide.

The representation will be considered against the following guidelines and to ensure accountability, exceptions to the guidelines will not normally be made however it must be pointed out that each case is considered on its own merits. There is a free adjudication service carried out by the independent Council Adjudications Officer available to motorists who object to the decisions made during the informal and formal representations process, and in all cases where representations are rejected, motorists will be advised of the adjudication process.

The results of the decisions made by the adjudicators will be monitored and the Councils guidelines reviewed as a result. Council staff may not be given special consideration and must be treated in same manner as other members of the public.

## **GUIDELINES**

### **Grounds where the Excess Charge Notice may be challenged.**

The 9 reasons where an Excess Charge Notice may be challenged are given below. They are;

1. The alleged contravention did not occur.
2. I was not the owner of the vehicle at the time of the alleged offence.
3. The Enforcement Officer was prevented from serving the Excess Charge Notice.
4. The vehicle was parked by a person who was in control of it without my consent.
5. We are a hire firm and the person hiring the vehicle has signed statement accepting liability, and we have provided a full and current name and address for the hirer.
6. The excess charge exceeds the amount applicable.
7. There has been a procedural impropriety on the part of the Council.
8. The Parking Order which is alleged to have been contravened is invalid.
9. The Excess Charge Notice was paid either in full or at the discounted rate within the discount period.

### **Additional reasons where the Excess Charge Notice may be cancelled are;**

10. The vehicle was broken down. An independent receipt or report for work carried out should support this.
11. Production of a valid pay and display ticket / permit for the relevant offence.
12. Production of a valid blue badge for the relevant offence.
13. There are compelling mitigating or compassionate grounds depending on the circumstances and supporting evidence supplied.

Where representations are made on any one of the above grounds, and are substantiated to the satisfaction of the authorised officer, the Excess Charge Notice shall be cancelled.

### **Grounds where the Excess Charge will not be cancelled.**

An Excess Charge will not normally be cancelled on the following grounds;

1. A driver parked illegally because a space was unavailable.
2. Parked in a Pay and Display bay whilst getting change to pay the charge.
3. Motorist was a Council employee on Council business.
4. Age, poverty, and disability unless excused on compassionate grounds.

5. Where an Excess Charge has previously been cancelled in similar circumstances.

Notes;

Staff authorised to cancel ECNs must be recognised by the standing orders and are Steve Martin, Kevin Hirons, John Godwin and Mike Bell.

The role of the adjudicator

They can refer cases back to the senior officer dealing in parking.

They may make such directions to the authority as he or she considers appropriate and the authority must comply without delay.

Their decision is final.

Can only allow an appeal if one of the statutory grounds for appeal (IE grounds identified as 1 – 9) applies.

**DATED**

**2009**

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**WORCESTERSHIRE COUNTY COUNCIL**

**and**

**BROMSGROVE DISTRICT COUNCIL**

**AGENCY AGREEMENT FOR ON STREET ENFORCEMENT OF PARKING IN  
THE BROMSGROVE DISTRICT**

**THIS AGREEMENT** is made the \_\_\_\_\_ day of \_\_\_\_\_ 2009

**BETWEEN:**

- (1) **WORCESTERSHIRE COUNTY COUNCIL** of County Hall Worcester WR5 2NP (“the County Council”); and
- (2) **BROMSGROVE DISTRICT COUNCIL** of The Council House, Burcot Lane, Bromsgrove B60 1AA (“the District Council”)

**WHEREAS:**

- (1) The County Council and the District Council are local authorities constituted by the Local Government Act 1972.
- (2) For the purpose of the Road Traffic Regulation Act 1984 the County Council is the traffic authority for all roads (other than motorways and trunk roads) situated in the County of Worcestershire.
- (3) By virtue of Section 19 of the Local Government Act 2000 (“the Act”) and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2000 (“the Regulations”) as amended and subject as therein provided an executive of a local authority may arrange for the discharge of any of its functions by (inter alia) another local authority.
- (4) The County Council intends to apply to the Secretary of State for the making of an order designating the whole of the District Council’s area as a Civil Enforcement Area and as a Special Enforcement Area in accordance with Schedule 6 (??) of the Traffic Management Act 2004 (“the Designation Order”).
- (5) The District Council has off-street car parks which falls within its control.

**NOW THIS AGREEMENT WITNESSETH** as follows:

**1. District Council to act as Agent Authority**

- 1.1 In the exercise of the powers in that behalf contained in the Act and the Regulations the County Council HEREBY AGREES with the District Council and hereby so arranges that the District Council shall with effect from the date of coming into force of the Designation Order, discharge on behalf of the County Council such functions and provide such services within the area of this Agreement as are specified in clauses 1.2 and 1.3 of this Agreement.
- 1.2 The functions and services to which this Agreement relates (“the Functions”) are:-

- a. the exercise of any power given to the County Council pursuant to the Designation Order.
- b. the administration of resident's parking schemes made by order of the County Council including the collection of charges for permits, and the administration of on-street paid-for parking schemes made by order of the County Council.

1.3 Without prejudice to the generality of 1.2 above it is declared that the functions include issuing penalty charge notices and the subsequent steps necessary to recover payments due and the operation of an adjudication service and the powers for immobilisation and removal, recovery, storage and disposal of vehicles and collection of charges in connection therein PROVIDED that the District Council shall not commence to exercise powers for the immobilisation or removal under the Designation Order of vehicles until the County Council has given its consent thereto.

## 2. Extent of Agreement

2.1 This Agreement extends to the entire area designated by the Secretary of State as a Civil Enforcement Area and as a Special Enforcement Area in the Designation Order.

2.2 It is agreed that the agreement shall apply to the off-street car parks which are within the control of the District Council and described in Schedule One herein ("the Car-Parks")

## 3. Duration and Variation of Agreement

3.1 This Agreement shall operate from the date referred to in clause 1.1 hereof and shall continue unless and until determined by either party giving to the other two years notice in writing to expire on the Thirty first day of March in any succeeding year.

3.1a In the event of termination of the Agreement the District Council will continue to pursue debt relating to penalty charge notices issued by the District Council prior to the termination date for a period of 12 months thereafter.

3.2 Notwithstanding the provisions for determination contained in Clause 3.1 hereof the terms of this Agreement may be varied at any time by agreement between the parties hereto such variation being signified by the County Council's Chief Executive and by the District Council's Chief Executive or other proper officers of the respective Councils and endorsed on or attached to this Agreement.

## 1.1 Traffic Penalty Tribunal Adjudication Service

The County Council and the District Council will each enter into agreements to join the Traffic Penalty Tribunal\_Adjudication Service in order to provide the adjudication facility required by the Traffic

Management Act (2004) and it is hereby agreed between the parties that the County Council will reimburse any costs incurred by the Borough Council in so doing save in respect of allowances properly claimed by members for the time being of the Borough Council.

#### 4. Exercise of Agency

- 4.1 In exercising the Functions, the District Council shall have regard to such policies and standards for on-street parking enforcement as may from time to time be laid down by the County Council and notified in writing to the District Council and shall have regard to the need to avoid the Reserve (as hereinafter defined) incurring a deficit other than those associated with the introduction of the scheme.
- 4.1a In exercising any functions under this agreement the District Council and the County Council shall comply with the Service Level Agreement which is set out in Schedule Two to this agreement. The District Council in conjunction with the County Council, will determine the scale of the enforcement resource to be applied to the scheme.
- 4.2 The District Council shall indemnify the County Council against any claim made against the County Council or loss incurred by the County Council arising from any act or omission in the carrying out by the District Council of the Functions. Provided that this indemnity shall not apply where such claim is wholly or mainly attributable to an act or omission by the County Council in which instance the County Council shall indemnify the District Council against any claim made against the District Council or loss incurred by the District Council.
- 4.3 The District and County Councils agree to review or vary the monetary amount of penalty charge notices subject where necessary to the approval of the Secretary of State but shall have regard to the provisions of clause 5.8 below.
- 4.4 The District and County Councils shall agree to determine the level of charges for residents parking permits and for on-street paid-for parking, and in so doing will have regard to the provisions of clause 5.8 below and also to other relevant considerations.
- 4.5 The District and County Councils shall agree to review the level of on-street parking charges as part of the annual budget process as set out in Clause 5.7 below, and in so doing will have regard to the provisions of Clause 5.8 below.
- 4.6 The District Council shall continue to be responsible for the maintenance of the Car Parks and any equipment and signs provided within the Car Parks together with the collection of charges relating to use of the Car Parks

#### 5. Financial

- 5.1 The parties declare their intention that the administration of the Functions should as far as possible be self-financing.



- 5.1a The parties declare their intention that the enforcement relating to the off-street parking should be self financing but for the avoidance of doubt it is hereby agreed between the parties that the District Council shall not be called upon to contribute (in whole or in part) to any deficit or loss incurred or suffered by the County Council in performance of its duties under the terms of this agreement while the said agreement either remains in force or upon its termination in accordance with clause 2.1 herein
- 5.2 The District Council shall establish and hold a reserve called the Bromsgrove District On-Street Parking Reserve (“the Reserve”) and shall finance from the Reserve the costs of setting up, administering and carrying out the functions including the expenses of all proper overheads, professional services, premises, supplies, insurances and other ongoing costs. These costs are to be identified as part of the annual budget process as set out in Clause 5.7 below. There shall be credited to the Reserve the income from on-street penalty charge notices, income from any on-street charges for parking and also the income from resident’s parking permits and also the miscellaneous income arising from activities included within this Agreement.
- 5.2a The County Council, as Highway Authority, will review the traffic regulations orders within the District Council at their cost, and shall prepare them for civil enforcement to a standard which meets the DfT requirements in Guidance. The District Council will prepare the off-street Orders for civil enforcement, the cost of this being charged to The .Reserve.
- 5.3 For the purposes of this Agreement, the setting-up costs referred to in paragraph 5.2 above shall include all costs associated with the establishment of the civil parking enforcement scheme, including those relating to the off-street service incurred consequential to the introduction of the scheme.
- 5.4 Sums in the Reserve shall earn interest at the 1 year Libor rate less one quarter per cent.
- 5.5 There shall be discharged out of the Reserve the reimbursement to the District Council of any start-up costs and operating deficits contributed by the District Council (revenue or capital) including the loss of interest at the 1 year Libor rate plus quarter per cent on the amount of any deficit incurred in previous years; any surplus in the Reserve after meeting such costs and providing a reasonable reserve of 10% of the annual operating costs may be used for such parking, highways and transportation purposes, as may be permissible under Section 55 of the Road Traffic Regulation Act 1984, that are agreed by the District and County Councils, such agreement not to be unreasonably withheld. Any deficit in the Reserve (subject to 5.7 below) will be reimbursed to the District Council by the County Council on an annual basis, following the annual budgeting and reporting process.

- 5.6 The accounts relating to the Reserve shall be prepared annually (or more frequently as the parties may agree) by the District Council and made available for inspection by the County Council.
- 5.7 The District Council not later than 1<sup>st</sup> December each year shall prepare a budget for the functions for the ensuing financial year (commencing 1<sup>st</sup> April) together with a revised budget for the current financial year and submit it to the County Council for approval, and the District Council in carrying out the functions will as far as practicable conform to the budget as approved. Any deficit in excess of the agreed budget will be met by the District Council and any deficit up to the agreed budget will be funded by the County Council as defined in 5.5 above.
- 5.8 Having regard to 5.1 above, the County Council and District Council agree that when considering any budget or other approval hereunder or taking any steps affecting the functions, they will have proper regard to the need to avoid the Reserve incurring a deficit.

## 6. Appointment of Staff and Contractors

- 6.1 The District Council may carry out the Functions by means of directly employed civil enforcement officers and other staff or by contractors or by a combination thereof as the District Council considers most advantageous, but shall consult with the County Council on the principles involved in these arrangements.

## 7. Effect on Termination

- 7.1 It is hereby agreed that if either party terminates this Agreement pursuant to clause 3.1 (otherwise than on account of material default by other party) the party terminating the Agreement shall indemnify the other party against any expenses (including redundancy or similar costs) directly attributable to such termination.

## 8. Third Party Rights

- 8.1 The Parties to this Agreement do not intend that any of its terms will be enforceable by virtue of the Contracts (Rights of Third Parties) Act 1999 by any person not a party to it.

## 9. Interpretation

- 9.1 Reference in this Agreement to any statutory provision shall be deemed to include reference to any similar or corresponding provision in any subsequent enactment replacing or modifying the said provision so long as the provision as so replaced or modified is capable of forming the subject of agency arrangements.
- 9.2 The following expressions shall bear the meanings indicated below:- “civil enforcement officer”, “penalty charge notice”, “Special Enforcement Area” and “Civil Enforcement Area” have the meanings ascribed thereto in the Traffic Management Act 2004.

10 Alternative Dispute Resolution and Arbitration

- 10.1 If any dispute arises out of this agreement the parties will firstly attempt to settle it by negotiation.
- 10.2 A party may not commence any alternative dispute resolution court proceedings or arbitration until either 21 days after it has made a written offer to the other party to negotiate a settlement to the dispute
- 10.3 If any dispute arises out of this agreement which has not been settled in accordance with clause 5.2 the parties will attempt to settle it by mediation in accordance with the Centre of Dispute Resolution (CEDR) Model Mediation Procedure (“the Model Procedure”)
- 10.4 If the parties have not settled the dispute by mediation within 42 days from when the mediation was instituted/the date of the ADR notice the dispute shall be referred to and finally resolved by arbitration under the Rules of the London Court of International Arbitration which Rules are deemed to be incorporated by reference to this clause

IN WITNESS whereof the County Council and the District Council have caused their respective Common Seals to be hereunto affixed the day and year first before written.

THE COMMON SEAL of )  
**WORCESTERSHIRE COUNTY COUNCIL** )  
 was hereunto affixed )  
 in the presence of:- )

THE COMMON SEAL of )  
**BROMSGROVE DISTRICT COUNCIL** )  
 was hereunto affixed )  
 in the presence of:- )

Schedule One – The Car Parks

Schedule 2 – Service Level Agreement

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## BROMSGROVE DISTRICT COUNCIL

### CABINET

2ND SEPTEMBER 2009

#### ARTRIX OPERATING TRUST - SERVICE LEVEL AGREEMENT (SLA)

Responsible Portfolio Holder	Cllr Roger Hollingworth
Responsible Head of Service	Deputy Head of Street Scene & Community Services
Non Key	

#### **1. SUMMARY**

- 1.1 The report highlights the contents of the proposed SLA between Bromsgrove District Council and the Artrix Operating Trust for the provision of services at the Arts Centre.

#### **2. RECOMMENDATION**

- 2.1 The Cabinet are recommended to:
- 2.1.1 Review, comment and agree to the contents of the proposed SLA, the out turn measures and the monitoring arrangements included within the document.
- 2.1.2 Delegate responsibility to the Leader of the Council and the Deputy Head of Street Scene and Community to finalise the contents (as per section 3.8 of this report), arrangements and implementation of this SLA. With the Operating trust.

#### **3. BACKGROUND**

- 3.1 Members will be aware that the Council annually funds the Artrix Art Centre for the provision of community service up to £120,000 per annum.
- 3.2 The Artrix centre was established through a partnership between The Council and North East Worcestershire College to provide a combined Arts and Performing Arts facility.
- 3.3 Although the Artrix opened in 2005 and the funding arrangement had been agreed with the Council's Cabinet no formal service level agreement or funding arrangements have been entered into. This has created a situation where the delivery of community programme have been developed without formal reference to the Council's Values, Vision, Objectives or Priorities. Further more the programme that has developed is not effectively monitored

or measured by BDC and there is currently no formal decision making process to establish annual targets and to prioritise areas of work.

- 3.4 The proposed SLA is designed to address the above implications and establish a performance frame work where by the expected out comes can be monitored, reviewed and corrective action undertaken as required.
- 3.5 Further more the proposal will ensure that the Council can demonstrate VFM and effective use of resources in terms of its on going financial support for the provision of services to residents.
- 3.6 Following a report submitted to cabinet in April 2008, lengthy discussions have been held with regard to the content of the SLA. It is fair to say that discussions have at time been difficult (as is the case in many retrospective negotiations) and time consuming. The attached document has been formally approved by the operating trust and responsibility for its completion has been delegated to the Trust Chairperson and the Operations Director.
- 3.7 At the Corporate Management Team meeting of the 28<sup>th</sup> July 09 the SLA was reviewed and subject to the following alterations/amendments it is officers opinion that the SLA should be formally endorsed and implemented:
- The increase in cinema usage should be reviewed to ensure that other activity types were not reduced within the programme.
  - There is a need to formally document the meeting schedules required between BDC and the trust to agree issues such as annual targets and key deliverables.
  - The targets set should be reviewed and extended beyond 12 months to show a 36 month performance projection (data summary table).
  - The wording of the financial payment system should be revised to reflect the wording of the original Cabinet decision (22<sup>nd</sup> June 2005) in relation to the method of payment.
  - The duration of the agreement section requires additional information to reflect the relevant review periods and any notice periods that must be adhered to.
- 3.8 The proposed changes to the SLA to met the address the above concerns have been included by officer in green for ease of reference with in the attached document.

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

- 4.1 There are no financial implications contained with in this report over and above those commitments made by the Cabinet on the 22<sup>nd</sup> June 2005.

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

- 5.1 There are no legal implications contained with in this report over and above those commitments made by the Cabinet on the 22<sup>nd</sup> June 2005. Once the



wording of the draft agreement has agreed (by both parties) the legal team will be required to produce a formal legal document for signing.

## **6. COUNCIL OBJECTIVES**

- 6.1 This report formalises the Council relationship with the Artrix's Operating Trust and will drive improvements in it's performance to contribute to the Council Objectives of C02 Improvement & C03 Sense of Community & Well Being, by enhancing the delivery of service on site, ensuring service provision is based on robust user/non user feedback and implementing a performance management frame work to measure success against BDC's agreed out comes.

## **7. RISK MANAGEMENT**

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

- *Failure to secure agreement for proposed SLA with the Artrix Operating Trust*
- *Failure of the Trust to meet the objectives of BDC through as established in the SLA.*

- 7.2 These risks are being managed as follows:

- *Failure to secure agreement for proposed SLA with the Artrix Operating Trust:*

*Officers have drawn up the proposal in conjunction colleagues at the Artrix to ensure that there is agreement in place and a buy in from both sides to the principles of the agreement.*

*BDC Officers will if required meet representatives of Artrix Operating Trust board meeting to cover the contents of the agreement, explain where required the reason why these issues must be resolved and provide information on the Objectives & Priorities of the Council and how this partnership can deliver this agenda.*

- *Failure of the Trust to meet the objectives of BDC through as established in the SLA.*

*These issues are built into the SLA and management systems proposed to control any under performance. We will also have the ability to renegotiate the SLA at set periods and the ongoing monitoring aspects will be included in the services risk register.*

- 7.3 Currently the risk identified in the first & second bullet point in 7.1 is not addressed by any risk register and will be added to the Street Scene and Community Services risk register when it is produced for 2009/10.

**8. CUSTOMER IMPLICATIONS**

8.1 The are no direct customer implications fro BDC however the proposed SLA will drive the improvements as covered in section 6 of this report.

**9. EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 N/A.

**10. VALUE FOR MONEY IMPLICATIONS**

10.1 The proposed SLA will impact on the Council VFM agenda as highlighted within the report and the attached SLA. Main areas of improvement are:

- Implementation of a formal funding arrangement and the ability to reclaim surplus funding at the end of each financial year.
- Establishment of out come measures for funding provision and a performance management system.
- Creation of an agreed repairs and maintenance sinking fund to protect future delivery on site and the long term viability of the facility.
- Explicit review dates with regard to future requirements and funding decisions in order to meet the requirements of BDC's MTFP.
- Ability in future years to benchmark services through performance data collated with in the SLA.

**11. OTHER IMPLICATIONS**

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

**12. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	Yes
Chief Executive	Yes

Executive Director (Partnerships and Projects)	No
Executive Director (Services)	No
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	No
Corporate Procurement Team	No

**13. WARDS AFFECTED**

All Wards

**14. APPENDICES**

Appendix 1 Proposed Artrix's SLA

**15. BACKGROUND PAPERS**

- Cabinet Papers – 29<sup>th</sup> Jan 2003, 27<sup>th</sup> October 2004. 22<sup>nd</sup> June 2005 & 2<sup>nd</sup> April 2008

**CONTACT OFFICERS**

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## **Service Level Agreement**

### **Background**

Bromsgrove District Council's vision is 'Working together to build a district where people are proud to live and work, through community leadership and excellent services'.

The council's values are – Leadership, Partnerships, Customer First and Equality.

The council has four objectives – Regeneration, Improvement, Sense of Community and Well Being and Environment.

Bromsgrove District Council is committed to delivering excellent services to all its customers and needs to ensure that the relationship between the council and the Artrix is formulated to contribute to the council's vision and values, delivers an excellent service to its customers, represents value for money to its customers and contributes to the council's goal of attaining excellent corporate performance assessment status.

Bromsgrove District Council now wishes to establish a formal agreement with the Artrix regarding the grant funding arrangement and the services provided to their customers and the local authority.

Therefore the service level agreement has been established to manage the grant funding arrangement, sets out the expectations and defines the relationship between Bromsgrove District Council and the Artrix.

### **Service Level Agreement**

#### **1. Introduction**

- The Council has set out its current objectives for arts development in: The Council Plan 2008-11. This sets targets under the objective of Sense of Community for community participation in the arts.
- The Council Arts Strategy 2004-09. This includes the aim of developing new facilities for the arts and increasing the use of facilities for the arts by the community.
- The Council is committed to providing value for money for local tax payers.

Bromsgrove Arts Centre Trust (BACT) was created by a Declaration of Trust dated 23 April 2003 which sets out the objects of BACT as being:

- to advance education in and increase appreciation and understanding of all forms of the arts amongst members of the public including (without limitation) the arts of drama, dance, music and performance and visual arts generally; and
- to provide or assist in the provision of facilities for recreation or other leisure-time occupation with the object of improving the conditions of life for members of the public in the interests of social welfare.
- BACT operates the Artrix Arts Centre.

## 2. Aims and Objectives

This Agreement is to ensure the proper commitment, understanding and processes are in place to provide the delivery of a consistent, effective and efficient service at Artrix to the residents of Bromsgrove and the wider community, and in particular to:

- identify roles and responsibilities of the parties;
- identify a clear and measurable description of the service to be provided to customers of Artrix; and
- establish a consultation framework aimed at delivering the highest level of service to the customer.

## 3. Agreement

In consideration of BACT performing the Service Standards set out in paragraph 5 the Council has agreed to provide funding to BACT on the terms set out in this Agreement.

## 4. Duration of Agreement

The Agreement shall commence on 1<sup>st</sup> April 2009 to 31<sup>st</sup> March 2015  
This SLA remains valid from 1.4.09 – 31.3.2011, or until superseded by a revised SLA mutually agreed between BDC and the Artrix.

Following the completion of this SLA it is the intention of Bromsgrove District Council to enter into two further SLA's with the Artrix, each for a period of two years and subsequently commencing in April 2011 and 2013.

The SLA commencing in April 2013 will include the two year notice period of the change of the annual grant funding arrangement commencing on 1<sup>st</sup> April 2015.

## 5. Service Standards

BACT agrees to deliver the following Service Standards:

- to maximise community participation in the arts;
- to deliver a locally tailored, culturally diverse and adventurous programme of cultural activity;
- to maximise engagement with and usage by local arts organisations through active membership of Bromsgrove Arts Alive! ;
- to deliver a community and education outreach programme;
- to develop sustainable partnerships with local, sub-regional and regional arts bodies;
- to deliver equal access and opportunity to everyone;
- to deliver a strategy that focuses on the customer's needs;
- to deliver a marketing strategy that will raise the public satisfaction of the organisation;
- to manage the Artrix efficiently and effectively;
- to plan and deliver the ongoing maintenance of Artrix's facilities, including a repairs and renewal fund;
- to seek to maximise investment from the statutory, corporate and trust sectors
- to maximise the promotion of the council as the main sponsor of Artrix;

## 6. Obligations of BACT

BACT will:

- provide a year round service of performances, screenings, exhibitions and workshops to the public, on Monday – Saturday 10.00 – 22.00 and Sunday – 10.00 – 16.00
- provide regular information on Artrix's programmes of activity to the Council through contact with its arts development and special events officer;
- produce an Interim Report in October each year;
- comply with all relevant legislation in the operation of the Artrix;
- notify the Council of any changes of organisational structure, key personnel or the roles and responsibilities of key personnel employed by BACT;
- notify the Council of any changes of trustee;
- at all times operate Artrix in a professional manner according to best practice in arts management;
- maintain appropriate insurances on the centre including public liability, employer liability and trustee/director indemnity cover and produce evidence of such cover to the Council upon request.
- to manage efficiently and effectively the on going maintenance of the facility, the replacement of equipment and the procurement of new equipment.

## 7. Obligations of the Council

The Council will:

- ensure that BACT is kept aware of any significant changes to the Council's Plan or Arts Strategy;
- Provide reasonable access to the Council's officers;
- pay to BACT the sum of £120,000 by 4 equal instalments payable on the 1<sup>st</sup> of April, July, October and January during each year of the Agreement Period.

## 8. Measuring Performance, Monitoring and Review

- Artrix will provide the Council with a copy of its business plan as adopted by the Trust and with copies of its annual report and accounts;
- The director of Artrix and the Council's arts development and special events officer will meet regularly to ensure the requirements of each party are being met.

This SLA should be formally reviewed by the primary stakeholders at a minimum twice per fiscal year, in the absence of either review the SLA will remain in effect.

The Arts Development and Special Events Officer and the Artrix Director are responsible for facilitating regular reviews of this SLA (6 per year).

Contents of this document may be amended or / and altered as required providing mutual agreement is obtained from the primary stakeholders and communicated to all effected parties.

The Arts Development and Special Events Officer and the Artrix Director will incorporate all subsequent revisions of the SLA and will make any revised SLA available to the primary stakeholders

The Artrix Director will provide quarterly performance information in line with Bromsgrove District Council's performance requirements.

## **9. Termination**

- The parties may terminate this Agreement by giving at least 1 year's notice in writing to the other party ;
- The parties may terminate this Agreement in accordance with paragraph 10 below.

## **10. Default**

- If either party fails to perform any of its obligations under this Agreement the other party shall issue a written Default Notice setting out:
  - details of the breach;
  - details of the action necessary to remedy the breach; and
  - a reasonable time within which to take the action necessary to remedy the breach.
- If the party in receipt of the Default Notice does not remedy the breach in accordance with the Default Notice the party issuing the Default Notice may issue a written Final Default Notice requiring the breach to be remedied within a time specified in the Final Default Notice.
- If the party does not remedy the breach in accordance with the Final Default Notice the party issuing the Final Default Notice shall be entitled to terminate the Agreement in writing with immediate effect.
- If the Agreement is terminated under this paragraph the balance of any sum due to either party under this Agreement shall be paid within 28 days.

## **11. Liability and Indemnity**

Each party will indemnify and keep indemnified the other from and against any and all loss, damage or liability suffered and legal fees and costs incurred as a result of a breach of this Agreement by the other party including:-

- any act neglect or default of one party's employees or agents; or
- breaches in respect of any matter arising from the supply of the services resulting in any successful claim by any third party.

## **12. Variation**

The parties may by written agreement vary this Agreement.

## **13. Data Protection**

The parties will comply with any requirements under the Data Protection Act 1998.

## **14. Freedom of Information**

The Council is subject to the Freedom of Information Act and the Environmental Information Regulations. Whilst BACT is not subject to these regulations it will use its best endeavours, consistent with its independent



status, to assist and co-operate in a timely fashion with the Council in relation to the Council's relevant information disclosure requests .

### **15. Confidentiality**

Any documents provided by the Council and any information which BACT may acquire as a result of the Agreement shall to the extent that they are not in the public domain or are required to be disclosed by law remain confidential to the Council and shall not be disclosed or used for any purpose without express prior written consent from the Council.

Any documents provided by BACT and any information which the Council may acquire as a result of the Agreement shall to the extent that they are not in the public domain or are required to be disclosed by law remain confidential to BACT and shall not be disclosed or used for any purpose without express prior written consent from BACT.

### **16. Equalities**

The Council is committed to the principles of fairness and equality and values the diversity of everyone who lives, works, studies, invests in or visits Bromsgrove and the Council operates an Inclusive Equalities Scheme which sets out the details of this commitment. BACT agrees to abide by the principles set out in the Inclusive Equalities Scheme.

### **17. Point of Contact**

Each party will designate an appropriate officer as the point of contact for the purposes of this Agreement.

## **BROMSGROVE DISTRICT COUNCIL AND THE ARTRIX (AGREE) THE FOLLOWING DELIVERABLES:**

### **To maximise community participation**

- by presenting or hosting a minimum of 300 public events or screenings a year;
- to reach the widest possible audience through marketing and promoting Artrix activities in such a way as to ensure that the public is aware of those activities.

### **To deliver a locally tailored, cultural diverse and innovative and challenging programme**

- by providing a quality programme that includes a balance of cinema, comedy, dance, exhibitions, music, theatre and workshops;
- by developing new audiences through engaging and developmental programming, with an emphasis on young people and 'non user groups'.

### **To maximise engagement with and usage by Bromsgrove Arts Alive! Arts Forum and its membership**

- by maintaining Artrix membership of the Bromsgrove Arts Alive! Arts forum;
- by formally seeking the views and recommendations of the arts forum and its membership in the use and development of Artrix;
- by making the theatre available for the arts forum membership to hire for at least 30 sessions per year;
- by making Artrix available free of room hire charges for the arts forum's annual showcase or a similar annual event and a room for 4 quarterly meetings.

### **To deliver a strategic community and education outreach programme**

- by producing, delivering, monitoring and evaluating a community and education outreach programme with an emphasis on 'non user groups' and young people, pro-actively supported by the Council's Arts Development Service.

- **To deliver a strategy that focuses on the customer's needs**

- With support from the council's Customer First team, to produce, deliver and monitor a customer focused strategy in line with the council's 'Customer First' strategy

### **To deliver equal access and opportunity to everyone**

- by BACT becoming an active member of the Council's Equalities and Diversity Forum;
- by presenting a programme of cultural events each year reflecting local or / and national celebration and mood;
- by collating equality and diversity data regarding audience attendance and community participation so as to inform future programming and ensure opportunities for access to everyone.

### **To promote the Council as the main sponsor of the Artrix**

- by acknowledging the sponsorship of Artrix by the Council on all promotional material, literature and media campaigns produced by the venue;
- with support from the Council's Customer First team, by adhering to the Council's corporate style guide detailing the application of the Council's branding.

- **To deliver a marketing and consultation strategy that will raise the profile of and public satisfaction with Artrix**

- with support from the Council's Customer First team to produce, deliver and monitor a 3 year marketing and consultation strategy outlining BACT's commitment to raising the profile of and public satisfaction with the Artrix

**To maximise investment from the statutory, corporate and trust sectors**

- by establishing regular contact with Arts Council England West Midlands to advocate for its investment in both new projects and core costs;
- by establishing regular contact with the County Council to seek to sustain its financial support for both new projects and core costs;
- by actively seeking the financial investment of both charitable trusts and the corporate sector

**To manage the Artrix efficiently and effectively**

- by complying with all relevant legislation in the operation of the venue;
- by at all times operating Artrix in a professional manner according to best practice in arts management;

**To plan for the ongoing maintenance of Artrix's facilities**

- by producing and implementing a rolling programme of maintenance, equipment replacement and procurement;
- by producing an annual health and safety plan detailing the rolling programme of risk assessments, safe working procedures and operational systems and identifying new health and safety issues requiring action.

**2009/10 data summary form for Artrix**

	<b>2008/9 actual</b>	<b>2009/10 target</b>	<b>2009/10 actual</b>
Number of days open to the public (outside College time)	<b>363</b>	<b>361</b>	
Number of film screenings	<b>230</b>	<b>230</b>	
Number of directly promoted performances	<b>118</b>	<b>117</b>	
Number of performances promoted by Page 103	<b>48</b>	<b>41</b>	

Members			
Number of other performances	<b>46</b>	<b>51</b>	
Number of workshop sessions	<b>445</b>	<b>450</b>	
Number of theatre performances	<b>78</b>	<b>79</b>	
Number of classical musical performances	<b>23</b>	<b>22</b>	
Number of popular musical performances	<b>67</b>	<b>69</b>	
Number of dance performances	<b>20</b>	<b>18</b>	
Number of comedy performances	<b>17</b>	<b>15</b>	
Number of spoken word performances	<b>7</b>	<b>6</b>	
Number of outreach activities	<b>7</b>	<b>7</b>	
Number of schools/college workshops	<b>8</b>	<b>8</b>	
Number of children's holiday activities: workshop sessions	<b>34</b>	<b>32</b>	
Number of children's holiday activities: performances & screenings	<b>66</b>	<b>66</b>	
Percentage of capacity sold for directly promoted performances	<b>50%</b>	<b>53%</b>	
Percentage of capacity sold for cinema	<b>18.5%</b>	<b>22%</b>	
Percentage of capacity sold for third party performances	<b>53%</b>	<b>53%</b>	

**Additional information provided will be:**

Copies of Artrix's:

- promotional literature;
- annual customer survey;
- annual equalities survey;
- business plan as adopted by the Trust;
- annual report and accounts.

## BROMSGROVE DISTRICT COUNCIL

### CABINET

2ND SEPTEMBER 2009

#### REDEVELOPMENT OF THE MARKET HALL SITE

Responsible Portfolio Holder	Councillor Dr Del Booth JP
Responsible Head of Service	Phil Street
Key Decision	

#### 1. SUMMARY

- 1.1 Outline of proposal for dealing with the future of the market hall site

#### 2. RECOMMENDATION

- 2.1 The proposal to demolish the market hall as the first stage in the preparation of the site for redevelopment be approved.

#### 3. BACKGROUND

3.1 The market hall closed in February 2009 when the market was transferred on to the High Street. The establishment of the new outdoor market on the High Street so far appears to have been a successful move.

3.2 The transfer of the market on to the High Street leave the market hall vacant. It is used on an occasional basis for an antique fair and other events, but other than a café facility the hall is empty and no longer in use. There are continuing costs of maintaining, securing and repairing the market hall and a payment of £22,300 for non domestic rates has to be made on the property.

3.3 Efforts have been made to find temporary occupants for the market hall, but these have not been successful.

3.4 The intention is to enter into an agreement with a developer to redevelop the site and this is to be pursued through the European Union procurement route. The commitment is to dispose of the market hall site either for lease or sale. However, the current recession has meant that property prices are depressed and the Council would not receive the level of return on the sale or lease that it would have anticipated a year ago.

3.5 However, it remains a priority for the Council in terms of the town centre regeneration to redevelop the market hall site and work is being pursued to draw up the necessary documentation to permit the site to be taken through the European Union procurement process. It is proposed

that accompanying the work to prepare the documents to pursue the OJEU (Official Journal of the European Union) procurement route ought to be the demolition of the existing market hall.

3.6 It is estimated that the demolition will cost in the region of £20,000. The site would be cleared as the first stage in the redevelopment of the market hall site and in the short term could be used for additional car parking and garaging and storage for market stalls and vehicles necessitated by the demolition of the building.

3.7 The current market hall car park is one of the Council's most used and attracts over £170,000 of income in a full year. It is suggested that the land remaining after the demolition of the market hall would provide up to a further 25% more car parking spaces and it is estimated that this car park may realise the Council some additional £25,000 per year.

3.8 It is suggested that work continues on disposing of the site, but that this is carried out in such a way that the process is only pursued at a pace that allows the Council to take advantage of an improving property market.

3.9 On a final point there has been a recent ruling that may allow us to pursue the sale or lease of the market hall without having to go through OJEU procurement process. See appendix one.

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

- 4.1 The current market hall continues to attract non domestic rates of £22,300 per annum. The demolition of the hall will remove the need to pay these rates.
- 4.2 In addition to the non-domestic rates the hall also requires some £20,000 to insure, maintain and meet utility costs. It is probable that the longer the building remains unoccupied the more prone it could be to vandalism and damage. The costs of repair and maintenance may increase as a consequence.
- 4.3 The conversion of the site into additional car parking would provide the Council with additional capacity and given that this is one of the most popularly used car park the likelihood exists that the the availability of greater capacity would attract additional revenue.
- 4.4 The costs of demolishing the building is estimated at £20,000.
- 4.5 The proposal is that work would continue on preparing the site for redevelopment and that the conversion into a car park would be an interim measure for no longer than necessary. It is difficult to put a time limit on the exact length of time that it would be a car park as this would depend largely on the recovery in the property market.

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

5.1 The extent of the Council's ownership of the Market Hall site and the adjoining car park are marked as the hatched area within the red line on the plan at Appendix 2.

5.2 To demolish the existing Market Hall building and convert the top section of the site to additional car parking would require a planning application to be approved for a change of use (limited to the area of the site that is not currently used as a car park).

5.3 In the longer term if the Council was looking to sell the top section of the site (currently occupied by the Market Hall) to a developer, this is a transaction which the Council is able to enter into as it owns the land in question. The only significant issue is that there are electric cables located under parts of the eastern boundary of the site which are the subject of a wayleave agreement between the Council and the current successor of The Midlands Electricity Board . This would have to be notified to any potential developer and there is a risk that if the cables impinged on their plans the Council may have to bear the costs of moving them as a condition of any sale.

5.4 With reference to the remainder of the site which is currently used as a car park the legal issues a potential developer would have to make allowances for are more numerous and complex. In summary they are that :-

- There is an electricity sub-station located in the car park. This is covered by a legal agreement with Central Networks who have the benefit of a 99 year lease granted in 1994. In the event of the Council wanting to move the sub-station, the Council would be required to identify and provide an alternative site including providing an equivalent lease, and to bear the cost of removal and re-installation works.
- There are a number of business with frontages onto Worcester Road which are believed to have acquired prescriptive rights of way over the car park at the rear of their properties.
- In addition two formal rights of way have been granted by the Council over the same strip of the car park for the benefit of the dog and pheasant public house and a residential development at 18 Worcester Road. These provide for rights of access and could in theory be varied to provide an alternative route although in practical terms it is difficult to see how this could be achieved given geography of the site.

## **6. COUNCIL OBJECTIVES**

- 6.1 The redevelopment of the town centre is the principal objective for the Council and the demolition of the market hall would be a first stage in the regeneration of that site.

## **7. RISK MANAGEMENT**

- 7.1 Reputational damage by demolition of building – People expecting site to be developed for retail or services and cynicism created by demolition and not following demolition with construction work. It will be necessary to ensure public are informed that work will not start immediately on site, but that the vacant site is nothing other than a temporary measure until the property market recovers.
- 7.2 Damage to other buildings during demolition – Work will be undertaken by experienced and reputable company identified through an appropriate tendering arrangement.
- 7.3 Save the Market Hall group formed and takes action to oppose demolition – There may be a group formed to save the market hall. It's of little if any architectural interest, but sentiment runs deep about such buildings as market halls. Pre-demolition consultation and communication would both inform the residents of the plans and proposals for the future.
- 7.4 Unable to get company to carry out demolition – This is unlikely and already companies have indicated an interest in carrying out the work.
- 7.5 Site remains vacant for lengthy period – The longer the site remains unoccupied the more likely it is that cynicism will develop. The market hall site is a key location for town centre regeneration. However, the poor state of the property market means that the Council would currently be unable to realise the appropriate return on the site.
- 7.6 Expectation of development raised or adversely affected – Communication about what was happening on the site needs to be prepared well in advance of demolition so that the future use of the site is understood and explained.

## **8. CUSTOMER IMPLICATIONS**

- 8.1 There is no direct impact on customers except that the market hall is used for antique fairs on an occasional basis. The market has already successfully moved on to the High Street and the use of the site for car parking may prove beneficial to some users of the town centre.

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

- 9.1 There are no apparent implications for the Council's Equalities and Diversity Policies.

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

- 10.1 The market hall currently costs the Council expenditure in rates, repairs, maintenance, utility costs and security. The removal of these costs and their replacement with car park income which may provide additional satisfaction for customers would be seen as a positive action in terms of value for money.



10.2 Efforts have been made to identify a short term leasee of the market hall, but these have been unsuccessful. Since the market moved on to the High Street the Council have not received any income from the market hall.

**11. OTHER IMPLICATIONS**

Procurement Issues – The demolition will need to go to tender
Personnel Implications – None
Governance/Performance Management - None
Community Safety including Section 17 of Crime and Disorder Act 1998 - None
Policy –Supports the Council’s pursuit of the regeneration of the town centre
Environmental - None

**12. OTHERS CONSULTED ON THE REPORT**

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

**13. WARDS AFFECTED**

St John's Ward

**14. APPENDICES**

Appendix 1 :Press Release on OJEU procurement development.  
Appendix 2 : Plan of the Market Hall site

**15. BACKGROUND PAPERS**

N/A

**CONTACT OFFICER**

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## **Government clarifies stance on Roanne ruling**

The government will this month publish guidelines on a 2007 EU ruling that caused more than 70 UK schemes to be put on hold.

After a year of lobbying from the British Property Federation, the Office of Government Commerce will finally make it clear that the ruling, which involved a leisure centre in Roanne, France, only applies when public money is being spent, or when a partner is being sought to develop public sector facilities.

It was interpreted to mean that local authorities should put all schemes out to competitive tender through the Official Journal of the EU.

The new guidance means that several high-profile development agreements cancelled following the Roanne ruling, including Land Securities' £650m extension to the Stratford shopping centre in Newham, E15, and Hammerson's £500m regeneration of Kingston upon Thames, Surrey, need not have been terminated.

A LandSec spokesman said: "Although it was regrettable our plans for the scheme were caught in this, we welcome the fact there will be more clarity, something needed more than ever in the current market."

Appendix 2



## **BROMSGROVE DISTRICT COUNCIL**

### **CABINET**

**02ND SEPTEMBER 2009**

#### **COUNCIL PLAN 20010-2013 PART 1**

Responsible Portfolio Holder	Roger Hollingworth, Leader of the Council
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive
Key Decision	

#### **1. SUMMARY**

- 1.1 To re-confirm the Council's Vision and Council Objectives, increase the number of values from four to five, amend the number of priorities from four to six and consider the outline budget bids/key deliverables for delivering the required improvement on these priorities to meet our residents' expectations..
- 1.2 An Executive Summary is set out in Appendix 1 Section 1.

#### **2. RECOMMENDATION**

- 2.1 It is recommended that Cabinet:-
- i. Reconfirm the Vision and Council Objectives (**Appendix 1, 8.5**).
  - ii. Agree to a fifth corporate value: value for money.
  - iii. Consider the analysis of the Council's national, regional and local context (**Appendix 1 Sections 1 to 7**).
  - iv. Based on this context agree a new set of priorities (**Appendix 1 8.6**).
  - v. Consider the outline key deliverables each priority and potential budget bids (**Appendix 1 Addendum 2**).
  - vi. Direct each portfolio holder to work with the relevant Director and Head of Service on "working up" budget bids and savings, as required from this report.

#### **3. BACKGROUND**

##### **Council Plan 2010-2013**

- 3.1 Cabinet and Full Council approved the Council's first Council Plan as part of the 2007/08 budget round. The Council Plan is effectively the business plan for the Council and a key document for Members. The 2010/2013 plan will not be published until March 2010; however, the Council needs to agree it priorities now, so that officers can make detailed plans to deliver these as part of the 2010/2011 budget round (September 2009 to February 2010).

3.2 Understanding our context and setting priorities is critical to achieving excellence in the new CAA framework. The Council received a score of 3 out of 4 in its second CPA (March 2009) for prioritisation. The Council was described as “performing well” in this area and to “have a sound strategic framework for planning its priorities”. This is a result of having clear processes for finding out what residents think about services and linking these to the business planning process. The Council has a considerable range of activities for finding out residents’ views. The biggest change since last time has been the introduction of the statutory Place Survey and the end of Best Value Performance Indicators (BVPIs) and their replacement with the new National Indicators (NIs). These are much more focused on outcomes rather than processes and have thrown up some interesting results for the Council, which are discussed in Appendix 1.

**Strategic Planning Process**

3.7 The cycle for developing the Council Plan starts in early July with the Cabinet/CMT away day, which considers the outturn performance from the previous year. The process then feeds into the formal reporting cycle of the Council in September:-

Action	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Agree priorities and consider outline budget position at Full Council (Council Plan Pt 1).							
Complete service plans and budget options							
Detailed Budget Options Considered by - CMT Groups Cabinet							
Agree budget at Full Council							
Set Council Tax and agree Council Plan at Full Council							
Publish Council Plan and send out CT bills.							

**4. Financial Implications**

4.1 See Appendix 1 Section 7.

**5. Legal Implications**

5.1 There are no legal implications to this report.

**6. Corporate Objectives**

6.1 The existing corporate objectives to remain basically unchanged, but with amended wording.

## 7. Risk Management

7.1 The Council Plan will be supported by the Council's strategic risk register.

## 8. Other Sub Headings

8.1 All the following issues have been reflected in the definitions of the Council Objectives:-

Procurement Issues: None
Personnel Implications
Governance/Performance Management Considerations
Community Safety Considerations
Policy Considerations
Environmental Considerations
Equalities Implications

## 9. Consultation

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

Portfolio Holder	<b>Cabinet/CMT Away Day.</b>
Chief Executive	<b>At CMT.</b>
Corporate Director (Services)	<b>At CMT.</b>
Assistant Chief Executive	<b>At CMT.</b>
Head of Service <i>(i.e. your own HoS)</i>	<b>At CMT.</b>
Head of Financial Services <i>(must approve Financial Implications before report submitted to Leader's Group)</i>	<b>At CMT.</b>
Head of Legal, Equalities & Democratic Services <i>(for approval of any significant Legal Implications)</i>	<b>At CMT.</b>
Head of Organisational Development & HR	<b>At CMT.</b>

<i>(for approval of any significant HR Implications)</i>	
Corporate Procurement Team <i>(for approval of any procurement implications)</i>	<b>No.</b>

**10. Appendices**

Appendix 1 – Policy, Performance and Financial Position Statement (August 2009).

**Background Papers**

Council Plan 2009/2012

Budget Book 2008/2009

**Contact officer**

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Bromsgrove District Council  
Policy, Performance and Financial Position Statement  
19 August 2009

## Contents

<b>1.</b>	<b>Executive Summary</b>	
<b>2.</b>	<b>Bromsgrove District Overview</b>	
<b>3.</b>	<b>National Policy</b>	
<b>4.</b>	<b>Regional/Local Policy</b>	
<b>5.</b>	<b>Community Engagement</b>	
<b>6.</b>	<b>Performance Position</b>	
<b>7.</b>	<b>Resources</b>	
<b>8.</b>	<b>Strategic Direction</b>	
.	<b>Addendum A – Council Objective Definitions</b>	
	<b>Addendum B – Key Deliverables and Resourcing (incl. budget bids)</b>	

## **1. Executive Summary**

- 1.1 The national picture has changed dramatically since last year's report due to the "credit crunch".
- 1.2 Local government can expect very poor grant settlements through the next parliament.
- 1.3 The exact size and scope of public expenditure reductions is as yet unknown, but the Council should be prudent and not commit itself to expenditure which cannot be easily stopped, should the need arise.
- 1.4 The Council is comparatively well placed to respond to this challenging agenda, as a result of the shared services agreement with Redditch Borough Council.
- 1.5 The Council is now "Fair" rated, which reflects the significant improvement in its performance. In terms of performance measures, the one problem area remains sickness absence.
- 1.6 The Council is also IIP accredited and has recently achieved Level 3 on the Local Government Equalities Standard.
- 1.7 Although the Council's performance for process measures, like benefits payments, missed bins etc. is much improved, delivering visible outcomes for the public, plus longer term outcomes and customer experience are areas that still require a lot of progress in order to deliver our customers' expectations and our vision of community leadership and service excellence.
- 1.8 This challenge, along with the shared services agenda, should not be underestimated.
- 1.9 The Place Survey supports this analysis, with residents' satisfaction with the Council dropping to only 34% (this is consistent with national trends, but is comparatively low).
- 1.10 The Place Survey identifies the need to communicate more, market our services more and involve residents' in decision-making more. This is an area where the Council needs to invest, as current capacity is limited.
- 1.11 The town centre regeneration remains the headline project which the Council needs to address. This has been made more difficult by the "credit crunch". Residents particularly want an improved retail offer, which reflects the relative affluence of the District.
- 1.12 Overall, the District is relatively affluent and many of the problems it faces reflect this: affordable housing, an ageing population, alcohol related

hospital admissions, childhood obesity, CO2 emissions and pockets of relative deprivation (at a sub-ward level).

- 1.13 The standout statistic is that the Council was responsible for 2.5m KGs of CO2 in 2008/2009. Our response to this is underdeveloped (although the Council is not unusual in this respect). The recent Climate Change Act (2008) has committed the UK to an 80% reduction in emissions by 2050. This is an enormous challenge.
- 1.14 The Council is responding to all of these issues either directly or through the Local Strategic Partnership. Particular areas of concern include: the capital funding (borrowing) required to fund the regeneration of the town centre, disabled facilities grant (as our older population expands) and funding for more energy efficient equipment; the outcome of the Regional Spatial Strategy and what this means for the future housing mix of the District and the growth and consequence of an ageing population on service provision.
- 1.15 As a result of these changes, Cabinet recommends the following priorities to Full Council:-
- Economic Development.
  - Town Centre.
  - Value for Money.
  - One Community.
  - Housing.
  - Climate Change.
- 1.16 These priorities will drive budget decisions in forthcoming years, including the immediate budget round for 2010/2011.
- 1.17 Addendum B to Appendix 1 attached, sets out the proposed key deliverables, resourcing issues and possible measures of success for each priority.
- 1.18 It is proposed to introduce a new value for the Council: Value for Money.
- 1.19 Members are asked to consider whether the “Building Pride” strap line is still appropriate now that we have achieved a “Fair” rating.
- 1.20 The Vision is still considered appropriate.

## 2. Bromsgrove District Overview

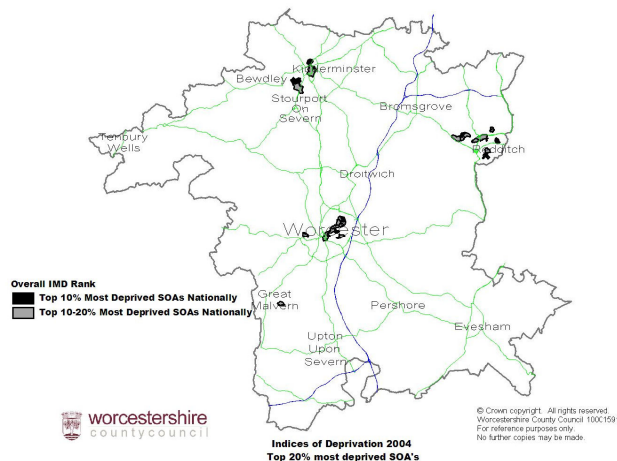
### Geography

- 2.1 Bromsgrove District is in north Worcestershire, covering a large area of approximately 83.9 square miles. Whilst only 14 miles from the centre of Birmingham, the Lickey Hills country park provides an important dividing line between the urban West Midlands Conurbation and the rural landscape of north Worcestershire. Ninety percent of the District is greenbelt which creates difficulties for housing policy. Four radial routes pass through the District, each served by railway lines and major roads, including the M5 running north and south, the M42 running east and west, with further links to the M40 and M6.
- 2.2 Data suggests that 16,643 people travel into the District for work, with 26,112 (29%) of the population travelling out, a net commute out of 9,469.<sup>1</sup> Our main communities are detailed in the map (below). The District has no wards in the top 20% most deprived in England.<sup>2</sup>

**Table 1 – Map of Bromsgrove District**



**Table 2 – Map of County Deprivation**



<sup>1</sup> ONS 2001 Census  
<sup>2</sup> DCLG Indices of Mu

## Population

- 2.3 The population of the District is 92,300<sup>3</sup>. The over 80s population is set to increase by 87.5% and the 70-79 population by 41.3%. This is one of the defining characteristics of the District. The Bromsgrove Profile, undertaken for the LSP states-<sup>4</sup>

“This increasing aging population may have a significant impact on policy and planning for the District, with specific regard to community safety, health and the strength of communities.”

**Table 3 - Population projections by age, 2007 - 2026**

Age Group	Thousands								% Change
	2007	2008	2009	2010	2011	2016	2021	2026	
0-9	9.9	9.9	9.8	9.9	9.9	9.5	8.6	8.4	-15.2%
10-19	11.9	11.9	11.6	11.1	10.8	9.8	9.8	9.3	-21.8%
20-29	8.3	8.0	8.1	8.2	8.3	8.6	8.0	7.4	-10.8%
30-39	11.8	11.2	10.7	10.2	9.9	8.3	8.1	8.6	-27.1%
40-49	14.6	14.9	14.9	14.9	14.8	13.0	10.5	9.0	-38.4%
50-59	12.8	12.5	12.4	12.4	12.7	13.5	14.0	12.3	-3.9%
60-69	10.8	11.1	11.4	11.5	11.7	11.6	11.4	12.3	13.9%
70-79	7.5	7.7	7.8	8.0	8.0	9.3	10.6	10.6	41.3%
80+	4.8	4.9	4.9	5.0	5.3	6.0	7.2	9.0	87.5%
<b>Total</b>	<b>92.3</b>	<b>92.1</b>	<b>91.7</b>	<b>91.4</b>	<b>91.1</b>	<b>89.6</b>	<b>88.2</b>	<b>87.1</b>	<b>-5.6%</b>

Source: ONS projections - Research and Intelligence Unit Worcestershire County Council

- 2.4 There are 37,492 households in the District<sup>5</sup>. The current housing allocation is for approximately 100 houses per year. The recent housing market survey, commissioned by BDHT and the Council, suggests an estimated need of 7,350 properties across all tenures. To date the debate has tended to focus on affordable housing; however, the survey has also identified the need for housing for older people. The current review of the Regional Spatial Strategy is likely to require homes for 3,000-7,000 households to be built in the District in the next 25 years and it is also probable that the District will have to take some of Redditch Borough Council's housing allocation.
- 2.5 The black and minority ethnic population (BME) is 6.4%, which is low for the region and nationally. This percentage comprises 1% Irish, 2.6% Asian, 1.2% Mixed, 1.0% Black and 0.6% Chinese.<sup>6</sup> There are no definitive data sources for the migrant worker population living in

<sup>3</sup> ONS 2007 Mid-Year Population Estimates

<sup>4</sup> ONS 2006 Subnational population projections

<sup>5</sup> Worcestershire County Council RSS Household Forecasts Report 2008

<sup>6</sup> ONS 2006 Resident Population Estimates by Ethnic Group

Bromsgrove, but indicative figures suggest this is in the region of 0.2%.<sup>7</sup> The BME population appears to have doubled in recent years.

## **Economy**

- 2.6 The economic picture of the District is comparatively positive despite the current economic downturn. The mean household income is £38,690, which is the highest in the county (the County average is £35,656).<sup>8</sup> Whilst the average household income is high, it is less than £25,000 per annum in Charford, Sidemoor, Catshill and St Johns. There are three major areas of economic regeneration within the District: the Longbridge site, Bromsgrove town centre and Bromsgrove railway station. Unemployment, whilst comparatively low, has risen from 1.8% a year ago to 3.7% (March 2009), with the benefits claimant rate being over 10%. The area action plan for the Longbridge is in place, but stalled due to the changing economic conditions. Bromsgrove town centre needs a major overhaul to encourage local shopping and to be able to compete with neighbouring shopping centres. Bromsgrove station's funding is almost secured. The new station will have a significant impact on Bromsgrove town, due to the planned Cross City Line electrification being extended to Bromsgrove and as a result bringing the town more into Birmingham City's economic orbit. VAT registrations have risen slightly (pre "credit crunch" data) and are consistent with the national trend away from manufacturing, towards more service based industries

## **Sustainable Development**

- 2.7 Last year, Full Council agreed to fund the joint appointment, with Redditch Borough Council, of a Climate Change officer. Since then, the Council has, for the first time, calculated the total carbon emissions it emits from its activities, which totals a staggering 2,500,000 KGs per annum. Each property in the District emits on average over 10 tonnes. It is critical that the Council starts to reduce these figures.

## **Education, Deprivation and Health**

- 2.8 The percentage of the District's population qualified to NVQ Level 4 is significantly higher than average. GCSE results gained at local authority schools and colleges in Worcestershire in 2008 were amongst the highest in the country (64.4% achieved five or more GCSEs at A\*-C).<sup>9</sup> The District ranks 299th out of 354 councils on the national index of multiple deprivation 2007 (where 1 is the most deprived), making the District one of the least deprived nationally.<sup>10</sup> It is also the only district in Worcestershire to have become less deprived since 2004.<sup>11</sup> Only 640

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<sup>7</sup> Worcester County Economic Assessment 2007-2008

<sup>8</sup> PayCheck 2008

<sup>9</sup> Worcestershire LEA Key Stage 4 results 2007/08

<sup>10</sup> & 16 DCLG Indices of Multiple Deprivation 2007

<sup>11</sup> ibid

households are in receipt of benefits in the District, one of the lowest figures in Worcestershire.<sup>12</sup> As a result, identifying the vulnerable within our communities is more difficult than a district with geographic areas of deprivation.

- 2.9 Generally, the District's population is healthier than the regional average. Young people (18-24) have a high risk status being the most likely to smoke, binge drink and not take exercise. Potentially, we could be storing up problems in our young people. A Primary Care Trust (PCT) annual report noted that our children's health is good, but there is a need for more child and adolescent mental health services. The PCT retain a concern (shared by the Council's own Community Safety Team) that domestic violence remains "common place". The rate of teenage pregnancies in Bromsgrove in 2006 was 23.6 conceptions per 1,000 females, which is almost half that of the England average of 41.1.<sup>13</sup>

### **Crime and Fear of Crime**

- 2.10 At the end of the 2007/08 year, crime had reduced by 32% in the District, surpassing the target of a 17.5% reduction from the 2003/04 baseline results.<sup>14</sup> This was exceptional when compared to the national reduction of just 4%, and the county-wide figure of 24%. Reductions were seen in all British Crime Survey comparator crime types, with the largest decrease being seen in domestic burglary at 53% and the smallest in criminal damage which only reduced by 12% compared to the baseline year 2003/04.
- 2.11 Fear of crime, however, remains a problem in the District despite the reduction in actual crime in 2007/08. Residents are most fearful of house burglary, vandalism or damage to property and having their car broken in to, despite significant reductions in all of these crime types during 2007/08; however, residents most commonly identify issues like teenagers hanging around, rubbish and graffiti as their top concerns.<sup>15</sup>

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<sup>12</sup> Worcester County Economic Assessment 2007-2008

<sup>13</sup> DH 2008 Bromsgrove Health Profile

<sup>14</sup> British Crime Survey 2008

<sup>15</sup> West Mercia Crime and Safety Survey 2008



### **3. National Policy**

- 3.1 Last year we reported that local government was undergoing the most significant statutory change since the Local Government Act (1999). A year on, this is still the case, but we are now in the implementation stage.

#### **Local Government and Public Involvement in Health Act (2007)**

- 3.2 The District Council became a failing council for many reasons, but one of them was undoubtedly a lack of awareness of the changes that were happening to local government at a national level. The Council must not repeat that mistake and must pay due regard to the changes in this Act. A Member briefing has been arranged on 24 September 2009, which will cover Comprehensive Area Assessment, which is the main legislative change.
- 3.3 The Act has introduced four key changes to the regulatory framework of local government. These are:-

- The replacement of Comprehensive Performance Assessment (CPA) with Comprehensive Area Assessment (CAA) from 01 April 2009. This shifts the regulatory emphasis from the Council's performance to the performance of all public bodies in an area, in this case Worcestershire. This makes working in partnership more critical than ever, in particular, both the District and County Local Strategic Partnerships. Members can clearly see the benefits of partnership working at a local level, in particular, the crime and disorder reduction partnership and PACT meetings.
- New, more focused, Local Area Agreements (LAAs). The County LSP is currently working towards delivering the 2008/2011 LAA and the Council and its local partners have a role to play in delivering the targets. Section 4 of this report considers these targets, progress and the Council's role in delivering them.
- The replacement of Best Value Performance Indicators with new National Indicators and a Place Survey. The new national indicators are much more outcome focused and perception focused, hence the Place Survey. The Council has incorporated many of the new NIs into its Council Plan 2009/2012 and is currently undertaking a fundamental review of the District's Sustainable Community Strategy, making use of the information provided by the new NIs and Place Survey. Further information on the Place Survey results can be found in Section 5 of this report. The Council has a good track of record of using survey data and using the results as part of the budget decision making process, so we are well placed to respond to the Place Survey, but it is worth reminding ourselves that the Place Survey is statutory, which gives the results an extra significance.

- Efficiency. Every Council is now subject to a net cashable efficiency target of 3% per annum. The Act is encouraging the delivery of this target through regional improvement and efficiency partnerships and through inviting councils to become two tier pathfinders or unitary authorities (and therefore remove some of the structural inefficiency in local government). The Council's main response to this is the shared services programme with Redditch Borough Council.

3.4 Although the Council will no longer be subject to a separate CPA, we will still be subject to an annual Organisational Assessment, made up of an assessment of our use of resources and managing performance. We are currently awaiting the results of these assessments.

3.5 There were a range of other issues set out in the Act, but these have been tackled later in the report, in order to provide some reasonable grouping of all the changes that are occurring. The extent of the changes should be a cause for concern for the Council. There are a tremendous number of initiatives coming out of Central Government. The Council simply cannot respond to all of them and needs to be able to consider these in the light of its own priorities and local issues and create synergies between national priorities and initiatives and our local priorities and initiatives.

### **Community Empowerment and Neighbourhoods**

3.6 The new Local Government and Involvement in Health Act also includes a general "duty to involve" residents (compared to the previous duty to consult residents). This was significantly expanded upon in the White Paper: Communities in Control, which is now progressing its way through the House of Commons as the Local Democracy, Economic Development and Construction Bill. Key elements include:-

- A duty to promote democracy. Councils will be expected to do more to in terms of encouraging young people, giving practical support to councillors and information to residents. The Council is reasonably well placed to respond to this duty, with its annual children and young people's event "U Decide", linked to the County's youth forum, PACT meetings and Local Neighbourhood Partnerships. The Council expects to invest in this area through the next budget round, in particular, money to children and young people to vote on and the further expansion of Local Neighbourhood Partnerships.
- The power of petitions is being strengthened with each local authority being required to have a "petition scheme"; and

- The power of scrutiny is being updated so that each local authority has a dedicated “scrutiny officer”, whose role is to promote and support the scrutiny function in each local authority.

### **Crime Strategy**

- 3.7 Last year we reported that the Government would be producing a green paper on policing. This has now been published and the Policing and Crime Bill is on the Government’s legislative programme. There is no direct impact on the Council from this Bill; however, the Bill will encourage neighbourhood policing. The Council is well placed to respond to this agenda with a very effective Community Safety Partnership (overall crime rate down by 32% in the District 2005-2008) and a high level of commitment from Members and senior officers to Partners and Communities Together meetings.

### **Economic Development**

- 3.8 The “Review of sub-national economic development and regeneration” set out proposals to given local authorities (upper tier) new powers to drive and incentivise local prosperity. This has now found its way into the Local Democracy, Economic Development and Construction Bill, which includes a requirement for upper tier councils to undertake an economic assessment of their area. Last year we reported that the County Council is actively involved in these changes and this strategic economic development is not a function of district councils; however, whilst the County Council is now beginning to bring its considerable resource and expertise to bear on the town centre, Longbridge and the railway station, the economic development of the town centre (and the northern districts in general) may need a further boost. The Council has clearly benefited from the joint County/District appointment of a project manager for the town centre. A similar appointment with a focus on economic growth, in particular, bringing in larger businesses to the town centre and District as a whole may be appropriate. This is likely to be addressed through the forthcoming single management team for both Bromsgrove District Council and Redditch Borough Council, as the SERCO report proposed a Head of Regeneration. If this post is created through the shared services model, a priority will be the development of a North Worcestershire Economic Development Strategy, to help the area combat the impact of the recession which, while we may soon be technically out of recession, is likely to be with us for sometime and to position the three northern towns, in relation to Birmingham and Worcester. Funding is likely to be required in the short term to work up a draft strategy and a bid may be put forward through the forthcoming budget cycle.

### **Housing**

- 3.9 The LSP Board and the Council have clearly identified that an appropriate housing mix is fundamental to achieving a balanced community. The

priority of the Council has always been Housing, rather than just affordable housing, but the debate has tended to focus on affordable housing i.e. housing for younger people. The recent interim review of the Council's Housing Strategy has clearly identified the need for housing that is appropriate for our older residents as well. The Core Strategy, which is effectively the District's floor plan, cannot respond to these issues until the examination in public of the proposed Regional Spatial Strategy 2 is completed (expected first draft October 2009). The Council is challenging its RSS2 allocation, because while the Government is demanding a significant increase in housing numbers within the County, very few of these are set to be in the District, with the growth areas being Redditch and Worcester City. The situation is now further confused by Central Government pressure for even higher housing targets (the Government's draft legislative programme states that its vision is for 3,000,000 new homes by 2020, which will include up to 10 new Eco-towns). The release of surplus public sector land for housing is expected to provide an additional 20,000 homes, which is relevant to our future plans for the town centre.

### **Community Cohesion and Equalities**

- 3.10 The equalities agenda has provided the Council with a number of important forums for listening and understanding the issues of some of our less vocal and, in some cases, more vulnerable communities. Age and disability (often together) are the two most significant aspects of the equalities agenda to Bromsgrove District. The Government has been pushing the equalities agenda in local government for some time, largely through the Local Government Equalities Standard and has recently launched its Equalities Bill, which will introduce a single equality duty on public bodies, increase transparency and improve enforcement of this agenda. It is perhaps unfortunate that terms like "enforcement" are being used around this agenda; generally as this agenda has a compliance feel to it, when understanding all our customers' is consistent with good business practice and our Customer First value.
- 3.11 The Council is comparatively well placed to respond to the equalities agenda. The Council has recently achieved Level 3 of the Local Government Equality Standard and there is now a general acceptance within the Council of the value of the Disabled Users Group and Equalities and Diversity Forum. The Council can also begin to point to projects like the new town centre toilets, Diwali celebrations and the community transport scheme, as examples of us listening and responding to our community's aspirations
- 3.12 We have previously noted that the older population is set to increase dramatically over the next 25 years and we also noted last year that the Audit Commission's "Don't Stop Me Now" report which highlighted that councils are not sufficiently age proofing their work or future plans. The Commission recommend a closer consideration of demographic profiles,

more innovation and forward thinking as key areas for improvement. The Council is now undertaking a scrutiny task group on older people (which was one of the Audit Commission's recommendations). The Council needs to improve its understanding in this area, not just focusing on some of the current issues e.g. car parking, but a more fundamental consideration of the needs of an ageing population.

## **Children**

- 3.13 Last year we noted the creation of the new Department for Children, Schools and Families (DCSF) which was expected to provide a further boost to the "Every Child Matters" agenda. We also noted that the new department will also be responsible for the Government's Respect set of policies, previously with the Home Office, which suggested a move away from focusing on the young from a criminal perspective to a more supportive one; as Anne Longfield, Chief Executive of 4Children commented "the Government puts a lot of money into young children, but all we have offered teenagers so far is ASBOs". The Leader and Executive Director Partnerships and Projects share a particular concern that we are demonising our young people and not supporting them with enough facilities and support (both Local Neighbourhood Partnerships have been active in this area as well). Children and young people are a key aspect of the one community priority. The need for facilities should be set alongside the fact that there must be more for children to do today and in previous generations, but feedback from residents through the Customer Panel and the more recent Place Survey, suggest that we are less keen now for children to play in unsupervised settings. Good parenting remains the key issue, rather than lack of things to do.
- 3.14 The "baby P" tragedy has heightened even further concerns over child safety and safeguarding. There are 531 looked after children in Worcestershire (45 of whom have a home address in our District). These figures given an indication of the continued need to focus on this agenda.
- 3.15 The Government's legislative programme includes a new Education and Skills Bill, which is intended to strengthen the capacity of Children's Trusts to deliver the "Every Child Matters" outcomes and a proposed new National Apprenticeship Service. The Council may wish to consider how it can play its part in improving skills and reducing youth employment through apprenticeship and graduate schemes.

## **Transport**

- 3.16 The Council continues to manage the concessions for over 60s on bus travel and Cabinet agreed recommendations from the scrutiny review of public transport are being delivered primarily by the County Council and the District Council, where appropriate. The community transport scheme is about to go live and the bus station in the town centre has been given a face lift. At a national level, the main change of the last 12 months has

been the fiscal expansion of capital schemes to bolster the economy during the recession. As a result, Worcestershire County Council has been successful in securing £5,000,000 worth of funding through Regional Funding Advice to Central Government. The County Council is now in detailed negotiations with Network Rail to finalise the cost of the scheme and total funding package.

### **Third Sector**

- 3.17 Last year we reported that as part of the new NIs, the Government has introduced two new performance indicators for the voluntary sector. NI6 seeks to measure the level of participation by residents in regular volunteering and NI7 seeks to measure whether there is a suitable “environment for a thriving third sector”. NI7 is a composite measure made up of an entire national third sector survey, the results of which can be viewed at a County level. As part of putting together this report, the survey has been downloaded and referred to the Executive Director Partnerships and Projects for inclusion on a future COMPACT meeting agenda.
- 3.18 The Council has undertaken a number of initiatives with the voluntary sector over the last year, in particular, active support for National Volunteer week and the establishment of a community transport scheme with the WRVS.

### **Single Status**

- 3.19 Single Status is in this section, as the Council was obliged to deliver it as part of the national Single Status/Equal Pay/National Pay and Reward Strategy. We have now successfully delivered Single Status and are currently working on the appeals stage, post implementation. Members will be aware of the impact on staff morale of Single Status, but it is to staffs’ credit that the Council has continued to perform and improve.

### **Climate Change**

- 3.20 Last year the Council agreed to make Climate Change a priority and invest in a joint Climate Change Officer post with Redditch Borough Council. The main development since last year’s report is the Climate Change Act (2008), which commits the UK to reduce CO2 emissions by 80% by 2050 (from 1990 levels). All of us, organisations and individuals, will need to play our part in delivering this very stretching target. The Council is emitting over 2,500,000 KGs of CO2 per annum as a result of its activities. The joint Climate Change Officer has recommended that we initially commit ourselves to a 6% reduction over three years, which is lower than the 9% reduction, required over the same time frame, for domestic emissions, which is a Local Area Agreement target.

## **Customer Service**

- 3.21 The Audit Commission continues to view customer service as an issue of access i.e. ensuring all sections of our communities can access our services. This is a legitimate aspect of customer service, but ignores more basic considerations of customer care. If the Council is to truly deliver its value of Customer First and deliver excellent customer service, this will involve improved access channels, but also a significant improvement in the level of customer service and care provided by the Council. The Council now has all of the infrastructure in place i.e. the customer service centre, spatial project etc., but needs to develop a customer focused culture across all of our services (a recommendation from the most recent CPA report). This will involve all teams improving how they listen to customers, how they market services to customers, reducing avoidable contacts (a form of waste), how they communicate to customers and how they feedback to customers. Cabinet agreed a new Customer Access Strategy in June 2009, which includes a range of activities, including: Customer First Part 3 workshops, two lean systems pilots, the development of team Customer First action plans, a new more user friendly Internet platform, plain English training for staff and subject to successful budget bids, marketing software, an Older People's Services Directory and a similar publication for children and young people.

## 4. Regional/Local Policy

### Worcestershire Local Area Agreement

- 4.1 The key strategic document which makes the link between national, regional and local policy is the Local Area Agreement (LAA). Through the Local Government and Involvement in Health Act (2007), the Government has placed even more emphasis on LAAs, particularly, as the inspection regime for local government will now be on an area basis through CAA. As a result the County LSP has had to negotiate a new LAA, which contains thirteen priorities for the County for the next three years (2008/2009 to 2010/2011). A LAA is a form of contract between Central Government and the County LSP with a focus on outcome targets. The County LAA flows out of the evidence based County Sustainable Community Strategy. The District Council responded to the consultation on this Strategy. The following paragraphs provide a brief commentary on each of the LAA blocks in relation to Bromsgrove District.

#### Block A: Communities that are Safe and Feel Safe

Ref.	Indicator	10/11 Target	District 08/09 Outturn	Comments
NI2	% of people who feel they belong to their neighbourhood.	63.0%	61.40%	High figure good
NI 17	Perceptions of anti-social behaviour	11.4%	12.3%	Low figure good
NI18	Adult re-offending rates.	-7.77%	No data	No figure available.
NI21	Dealing with concerns about ASB	32.5%	27.8%	High figure is good.
NI195a	Improved street cleanliness.	8	2%	Low figure is good.
NI39	Alcohol related admissions per 1000 population.	1,652	1,229	Red flag from Audit Commission, but substantially below target.
LI 4	Assault with injury.	7.12	4.739	Well below county average.

- 4.2 The District has a strong Crime and Disorder Partnership which is contributing strongly to this outcome. The overall crime rate in the District has fallen by 32% between 2005 and 2008 (target 17.5%). Despite actual improvements in reducing crime, we are not achieving the perception measure targets, as set out in the LAA; consequently, this must be an area of focus going forward.



### Block B: A Better Environment for Today and Tomorrow

Ref.	Indicator	10/11 Target	District 08/09 Outturn	Comments
NI186	Per capita CO2 emissions in LA area.	-9%	6.3	6.1 tonnes produced in 2005/06, 6.3 tonnes in 2006/07. Therefore performance is not improving.
NI188	Adapting to climate change.	Level 2 for District	0	
NI193	Municipal waste land filled.	48%	57.72%	
LI 1a	All vulnerable areas identified, integrated flood risk mgmt plans developed.	100%	No data	No data available
LI 1b	Improved Flood Warning System in place at Parish level		No data	No data available

- 4.3 These figures represent a considerable challenge to the Council. We have appointed a Climate Change Officer, but have a long way to go before we can start to make a serious dent in these figures. The 9% reduction in household emission over three years is very ambitious (but necessary), while the recent Climate Change Act (2008) has committed the UK to an 80% reduction by 2050.

### Block C: Economic Success that is Shared By All

Ref.	Indicator	10/11 Target	District 08/09 Outturn	Comments
NI117	16-18 year olds NEET.	4.4%	2.6% (May 08 data)	6.68% in Charford is the highest. Lowest is 2.13% in Stoke Prior.
NI152	Working age people on benefit.	8.4%	11.1%	Gap between unemployment rate (3.7%) and this figure represents "worklessness).
NI163	Working age population qualified to Level 2.	79%	75.8%	District figure is above the County average.
NI166	Average earnings of employees.	94.3%	No data	Bromsgrove's average earnings figure is £406. Wyre Forest is the lowest at £399 and Malvern's the highest at £477
NI171	Business registration rate.	115.5% of WM Reg. Av.		No data will be available until Winter 2009.

- 4.4 These figures are interesting, as they paint a different picture from the high household income figures and comparatively low unemployment. The difference between the unemployment rate and NI152 represents “worklessness”, which appears to be in the region of 7%; whilst the average earnings figure indicates there is a marked difference between those who live and work in the District and those who commute out to work. The LSP Board is beginning to put more emphasis on economic development and the Council is likely to do the same with a possible North Worcestershire Economic Strategy.

Block D: Improving Health and Well Being

Ref.	Indicator	10/11 Target	District 08/09 Outturn	Comments
NI8	Adult participation in sport.	25.7%	25.6%	23.9% figure also supplied by County, which is different.
NI56	Obesity among primary school children.	15.5%	15.3% (2007/08)	Linthurst, Alvechurch, Hollywood, Cofton Hackett, parts of St Johns, Slideslow, Waseley and Whitford all have over 20% of children overweight.
NI112	Under 18 conception rate.	26.1	No data	None of the 23 Bromsgrove wards feature in the top 12 wards identified by the County Council.
NI121	Mortality rate from circulatory disease in under 75s.	62.03	62.5	2005-2007 figure. % declining.
NI123	Smoking prevalence per 100,000 population.	682	721.5	2007/2008 figure. Smoking prevalence is increasing and is above the County average of 705.
NI133	Timeliness of social care packages (4 weeks).	92%	85%	County figure.
NI142	% of vulnerable people who are supported to maintain independent living	98.02%	97.52%	County figure.
NI146	Adults with learning disabilities in employment		No data	
NI150	Adults receiving secondary mental health services in employment.	566	No data	

- 4.5 The key contribution that the Council can make to this block is improving people’s lifestyles through supporting community sports organisations and through direct leisure provision e.g. the Dolphin Centre. The District’s population is relatively affluent and therefore relatively healthy. Through

previous budget rounds, the Council has invested in this area e.g. additional sports development officers and the refurbishment of the Dolphin Centre. As a result, the District has high levels of participation in sports and has almost achieved the 2010/11 LAA target. Similarly, the District has already met its target for alcohol related admissions to hospital; however, this indicator has been “red flagged” by the Audit Commission, as there has been an 89% increase in admissions between 2002/2003 and 2007/2008.

#### Block E: Meeting the Needs of Children and Young People

Ref.	Indicator	10/11 Target	District 08/09 Outturn	Comments
NI 54	Services for disabled children		No data	
NI110	Young people's participation in positive activities.	83.3%	72.2%	Worcestershire baseline. No District figure.
LI 2	Children who have experienced bullying.	33%	35%	County figure.

- 4.6 The Council can only make a limited contribution to these indicators, as they are primarily delivered by the County's Childrens Services Department. That said, “The Trunk” will have a focus on health and positive activities for young people. Our Sports Development Team and the Dolphin Centre can contribute to reducing obesity in our children (Band D). The Council is also committed to increasing its engagement with young people through events like “U Decide”.

#### Block F: Stronger Communities

Ref.	Indicator	10/11 Target	District 08/09 Outturn	Comments
NI116	Proportion of children in poverty.	12.0%	13.9%	County figure, but two super output areas in District in top 30%. One in Sidemoor, one in Charford.
NI154	Net additional homes provided	1,830	542	Both figures are County figures. Bromsgrove's figure was 135. This District figure is the lowest for all 6 districts..
NI155	Number of affordable homes delivered (gross)	450	145	The 450 is a County figure and the 145 a District figure.
NI169	Non principal roads where maintenance should be considered.	8.4%	11.02%	2007/2008 figure.
NI175	Access to services and facilities by public transport.	94%	83.2%	Proxy indicator required as indicator definition complicated..
NI187	Tackling fuel poverty.	SAP	8.42%	This is the % with low

		below 35- 7.68%		efficiency, where a low % is better.
LI 3	Successful new claims generated for pension credit, attendance allowance and disability living allowance	2,700	No data	

- 4.7 This block tends to be a catchall for targets that do not fit in the other blocks. The maintenance of roads is a key concern for residents, but is relatively low level in the scheme of things. Transport was a key issue for many residents, particularly older residents and public transport usage. Undoubtedly the key indicator in this block is the affordable housing target. The Council is exceeding its target of 80 units a year; however, this is not sufficient to meet the identified housing need.

### **District Community Strategy and Partner Feedback**

- 4.8 The Council has a statutory responsibility to produce its own Sustainable Community Strategy, which provides a long term vision and strategy for the District, bringing together the public sector organisations operating in the District, the voluntary sector and private sector. The District's Community Strategy is currently undergoing its three year fundamental review.
- 4.9 Last year, the Council invited LSP partners to part of its Cabinet/CMT away day. This year, a separate away day was held for the LSP Board. The Board considered contextual information on the District and (subject to Full Council approval) has set itself the following draft priorities:-

Our Vision: “We will make Bromsgrove District a better place to work, live and visit by driving forward change.”

<b>Objectives</b> (Total of 6)	<b>Communities that are safe and feel safe</b>	<b>A better environment for today and tomorrow</b>	<b>Economic success that is shared by all</b>	<b>Improving health and wellbeing</b>	<b>Meeting the needs of children and young people</b>	<b>Stronger communities</b>
<b>Priorities</b> (Total of 13)	<ol style="list-style-type: none"> <li>Marketing and Communication</li> <li>Intergenerational Activities</li> </ol>	<ol style="list-style-type: none"> <li>Reducing CO<sub>2</sub> emissions</li> <li>Adaptation</li> </ol>	<ol style="list-style-type: none"> <li>Town Centre</li> <li>Economic Development Strategy</li> </ol>	<ol style="list-style-type: none"> <li>Mental Health</li> <li>Lifestyle Choices</li> </ol>	<ol style="list-style-type: none"> <li>Being Healthy</li> <li>Marketing existing services</li> </ol>	<ol style="list-style-type: none"> <li>Stronger Communities</li> <li>Balanced Communities</li> <li>Older People</li> </ol>
<b>Key Deliverables</b> (under each Priority) (Total of 34)	<p><u>Marketing and Communication</u></p> <ol style="list-style-type: none"> <li>Changing perception of crime</li> <li>Tolerance</li> <li>Promoting area as a nice/safe place to live</li> </ol> <p><u>Intergenerational activities</u></p> <ol style="list-style-type: none"> <li>History</li> <li>Sharing skills and experiences</li> </ol>	<p><u>Reducing CO<sub>2</sub> emissions</u></p> <ol style="list-style-type: none"> <li>Domestic</li> <li>Business</li> <li>Transport</li> </ol> <p><u>Adaptation</u></p> <ol style="list-style-type: none"> <li>Flooding</li> <li>Planning Policy</li> </ol>	<p><u>Town Centre</u></p> <ol style="list-style-type: none"> <li>Promotion</li> <li>Improve retail offer</li> <li>Improve public buildings</li> <li>Improve High Street appearance</li> </ol> <p><u>Economic Development Strategy</u></p> <ol style="list-style-type: none"> <li>Develop railway station</li> <li>New businesses</li> <li>Strengthening regional links</li> </ol>	<p><u>Mental Health</u></p> <ol style="list-style-type: none"> <li>Improve Services</li> <li>Improving perception and confidence building</li> </ol> <p><u>Lifestyle Choices</u></p> <ol style="list-style-type: none"> <li>Alcohol</li> <li>Maintaining low levels of smoking</li> <li>Diet and physical activity</li> </ol>	<p><u>Being Healthy</u></p> <ol style="list-style-type: none"> <li>Participation in positive activities</li> <li>Healthy lifestyles</li> </ol> <p><u>Marketing existing services</u></p> <ol style="list-style-type: none"> <li>Positive attitudes</li> <li>Engagement</li> </ol>	<p><u>Stronger Communities</u></p> <ol style="list-style-type: none"> <li>The Trunk</li> <li>Catshill (?)</li> <li>Local Neighbourhood Partnerships</li> </ol> <p><u>Balanced Communities</u></p> <ol style="list-style-type: none"> <li>Appropriate housing mix</li> <li>Appropriate employment mix</li> </ol> <p><u>Older People</u></p> <ol style="list-style-type: none"> <li>Age Well</li> <li>Housing</li> <li>Access to services</li> </ol>

- 4.10 The key changes, compared to last year, are: an increased focus on managing perception (in order to respond to the Place Survey), a tighter focus on climate change (CO2 emissions and adaptations), the need for a North Worcestershire Economic Development Strategy and a wider focus on housing to work towards a “balanced community” through appropriate housing provision. The LSP Board, also recognised that it needs to put some resource behind the Older Person’s Theme Group.

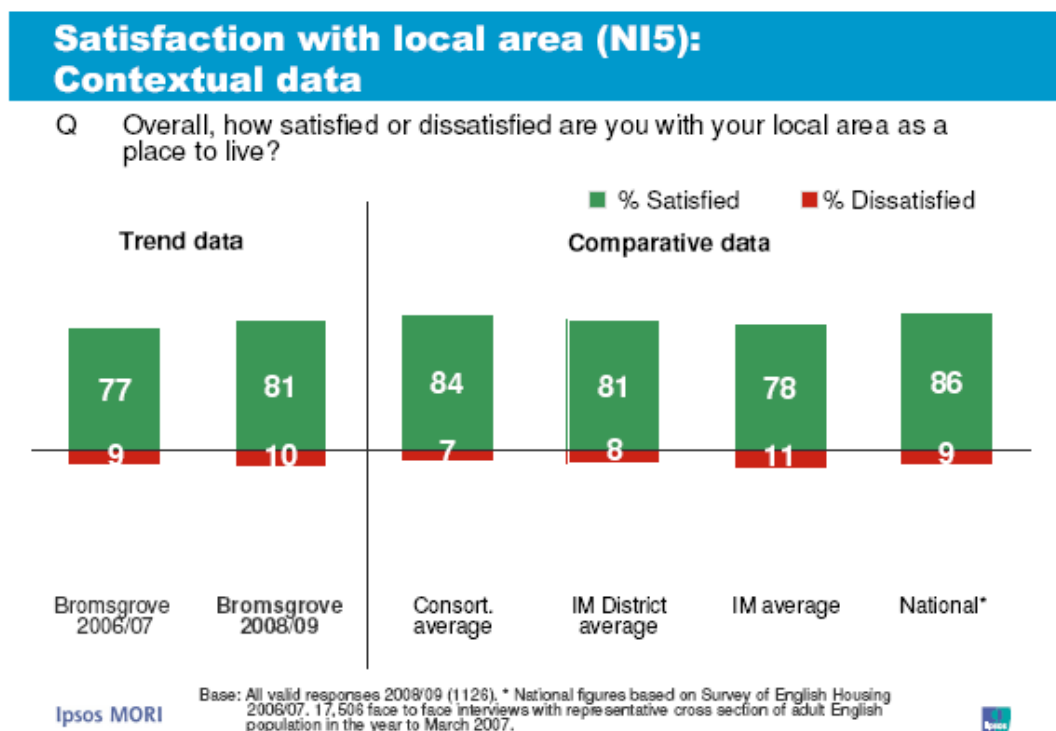
## 5. Community Engagement

- 5.1 In previous years we have reported the findings of the quality of life survey and customer satisfaction survey. The Government has now introduced a statutory bi-annual Place Survey, which effectively replaces the surveys we were undertaking.

### Local Area

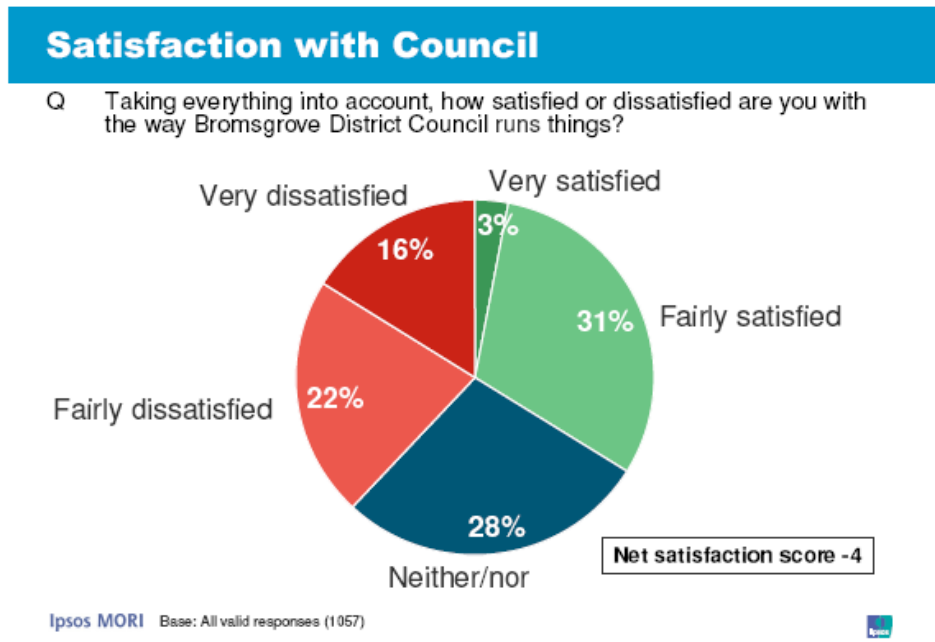
- 5.2 Overall, four fifths (81%) of our residents are satisfied with the District as a place to live:-

Table 4 – Satisfaction with Local Area



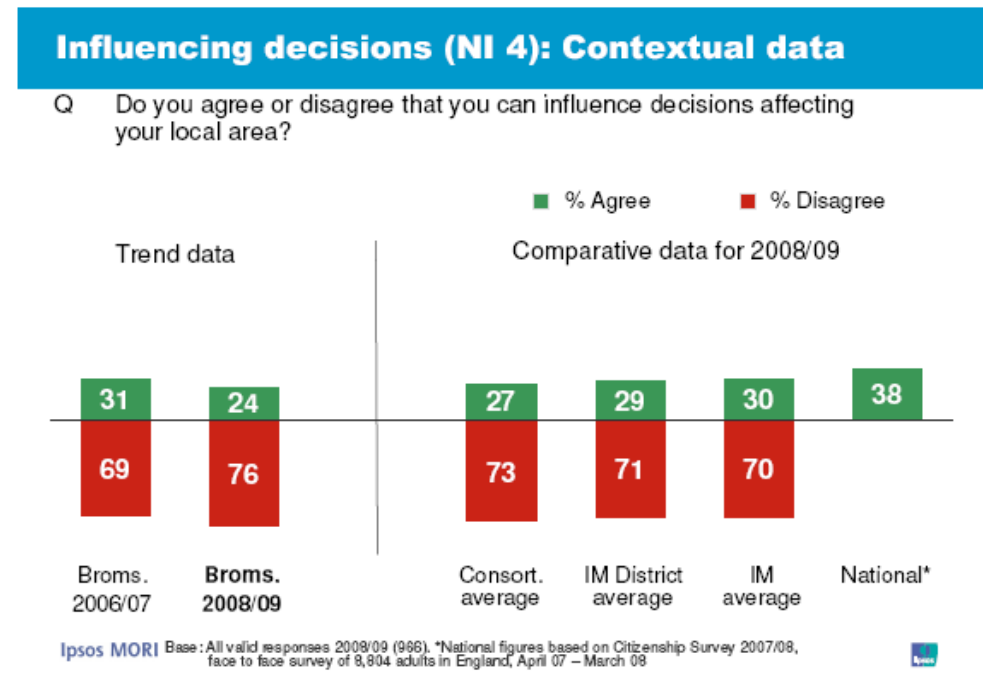
- 5.3 Dissatisfaction is highest amongst 18-34 year olds and lowest amongst 35-44 year olds. Only 11% of over 65s are either fairly or very dissatisfied with the District. Bromsgrove is spot on the district average. Similarly, 91% of residents are satisfied with their home as a place to live (the district average is 90%). 91% of residents feel safe in the day and 82% of residents get on with people from different backgrounds.
- 5.4 These are generally very positive statistics; however, only 34% of residents are satisfied with the Council, down from 51% and compared to the County average of 46%:-

Table 5 – Satisfaction with Council



5.5 Similarly, only 24% of residents feel able to influence decisions of the Council (the district average is 29%).

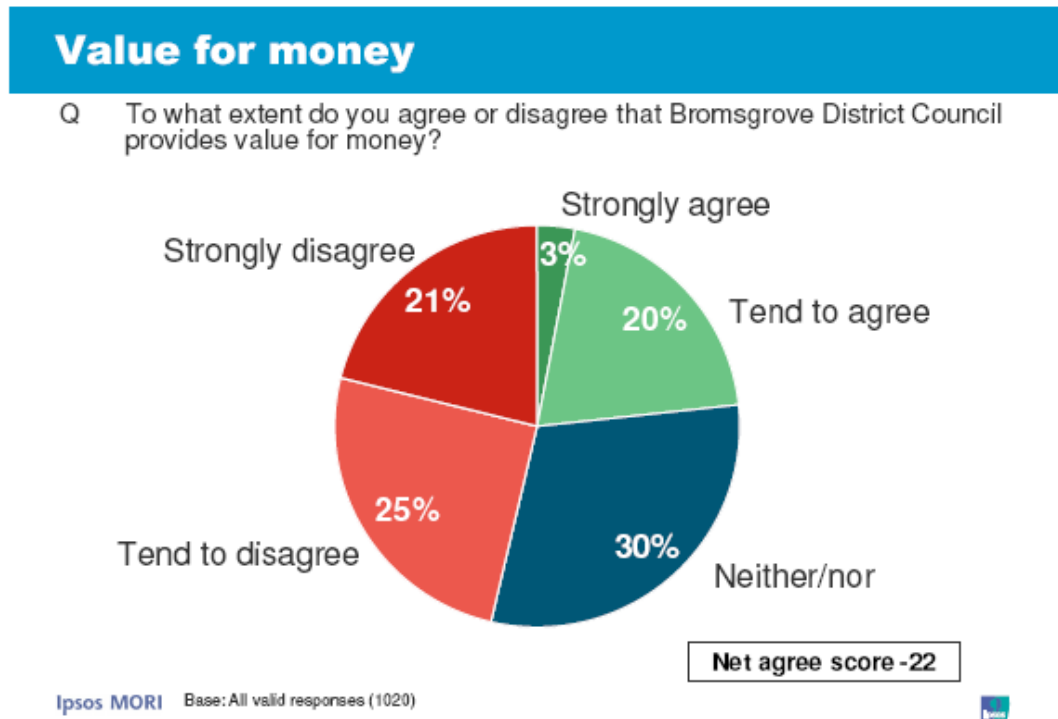
Table 6 – Influencing Decisions





- 5.6 Only 23% believe the Council delivers value for money, compared to a district average of 36%:-

Table 7 – Perception of Value for Money



- 5.7 These figures should not come as a great surprise. The CPA inspection identified that it would take some time for the Council’s reputation to catch up with the improvements it has actually made. The Ipsos Mori report states:-

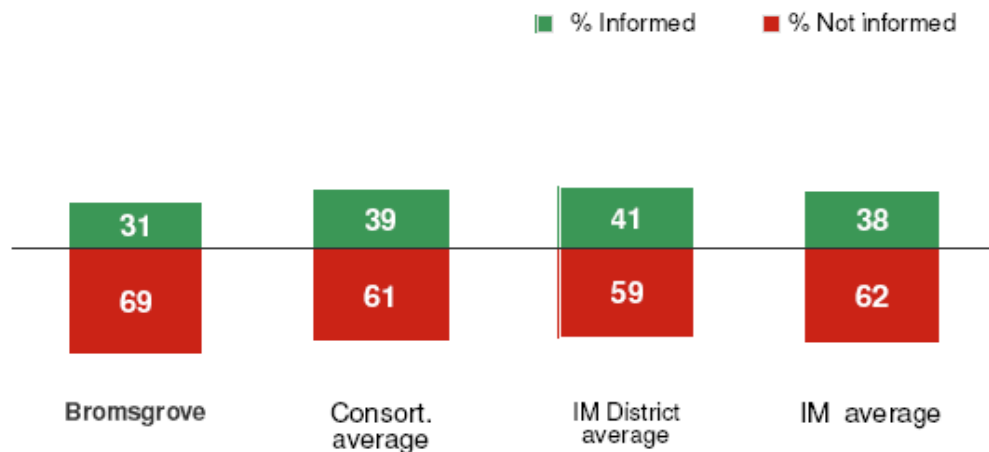
“a clear way in which Bromsgrove District Council might greatly improve satisfaction levels is by keeping people more informed of the services that the Council provides – something which people feel it currently does poorly in comparison to wider Worcestershire. It is possible that residents who are unaware of these services may be underrating the extent to which the Council provides value for money”.

- 5.8 Last year’s budget jury certainly backed this assertion. There was a clear change in the jury’s perception of the Council as they attended the sessions and understood more about the Council and the pressures politicians have in meeting competing demands. Last year’s jury voted for money to be put behind more marketing activities.
- 5.9 The Place Survey contains the following two graphs which support Ipsos Mori’s assertion:-

Table 8 – Being Kept Informed

## Being kept informed: Comparative data

Q Overall, how well informed do you feel about local public services?

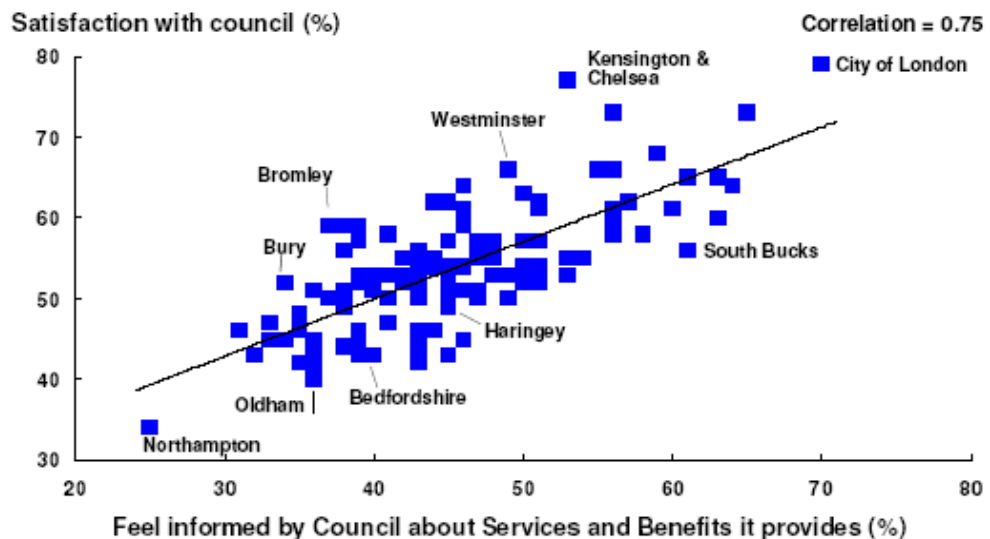


Ipsos MORI Base: All valid responses (1045)



Table 9 – Correlation Between Being Informed and Satisfaction

## Satisfaction and Feeling Informed



Base: BVPI 2006 (130 Single, Upper Tier and District Ipsos MORI client authorities)

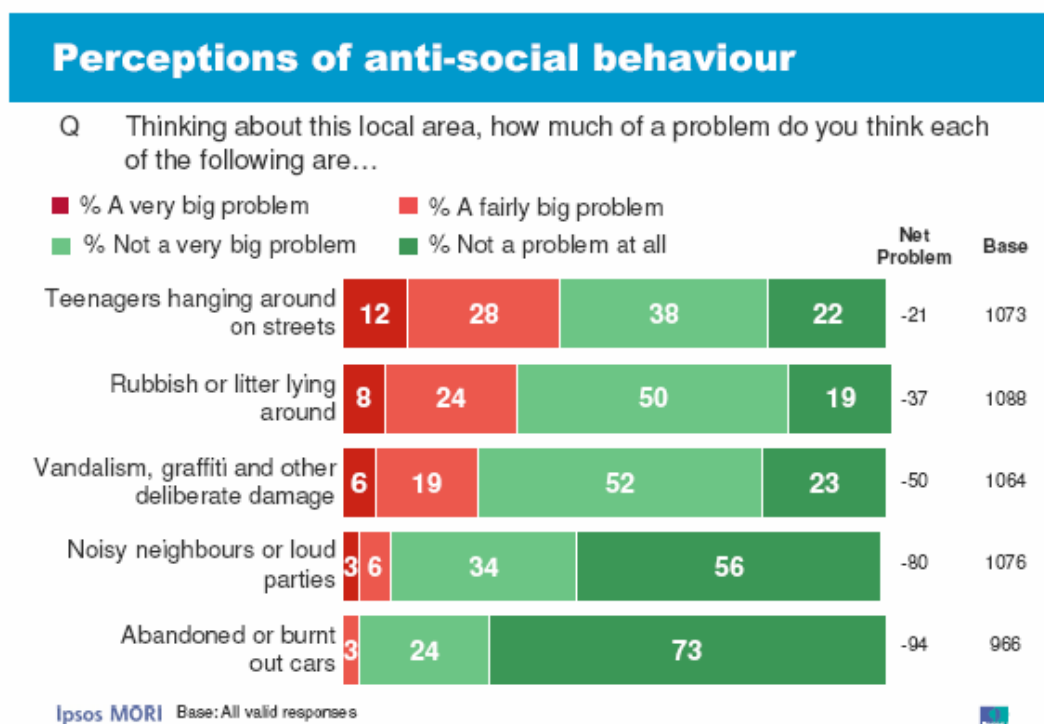
Source: Ipsos MORI

- 5.10 This correlation and regression analysis demonstrates a very strong link between being kept informed and satisfaction, with a positive correlation of 0.75 (the maximum being +1 or -1).
- 5.11 There is a school of thought that spending money on marketing the Council's services and is a waste and should instead be spent on delivering more services; however, marketing our services is consistent with increasing customer access to services, increased income and a more informed and engaged electorate.

### Community Safety

- 5.12 The Council has a very strong working relationship with the Police, through the Crime and Disorder Reduction Partnership. The Partnership has achieved a significant reduction in crime over the last three years (-32%), which is perhaps reflected in residents key concern regarding anti-social behaviour, being teenagers hanging around, which in itself it not an offence.

Table 10 – Perceptions of Anti-Social Behaviour



- 5.13 Further analysis in the Place Survey shows nearly all the types of anti-social behaviour being perceived as less of a problem by residents, with the exception of people being drunk or rowdy in public, which has increased by 2% points.

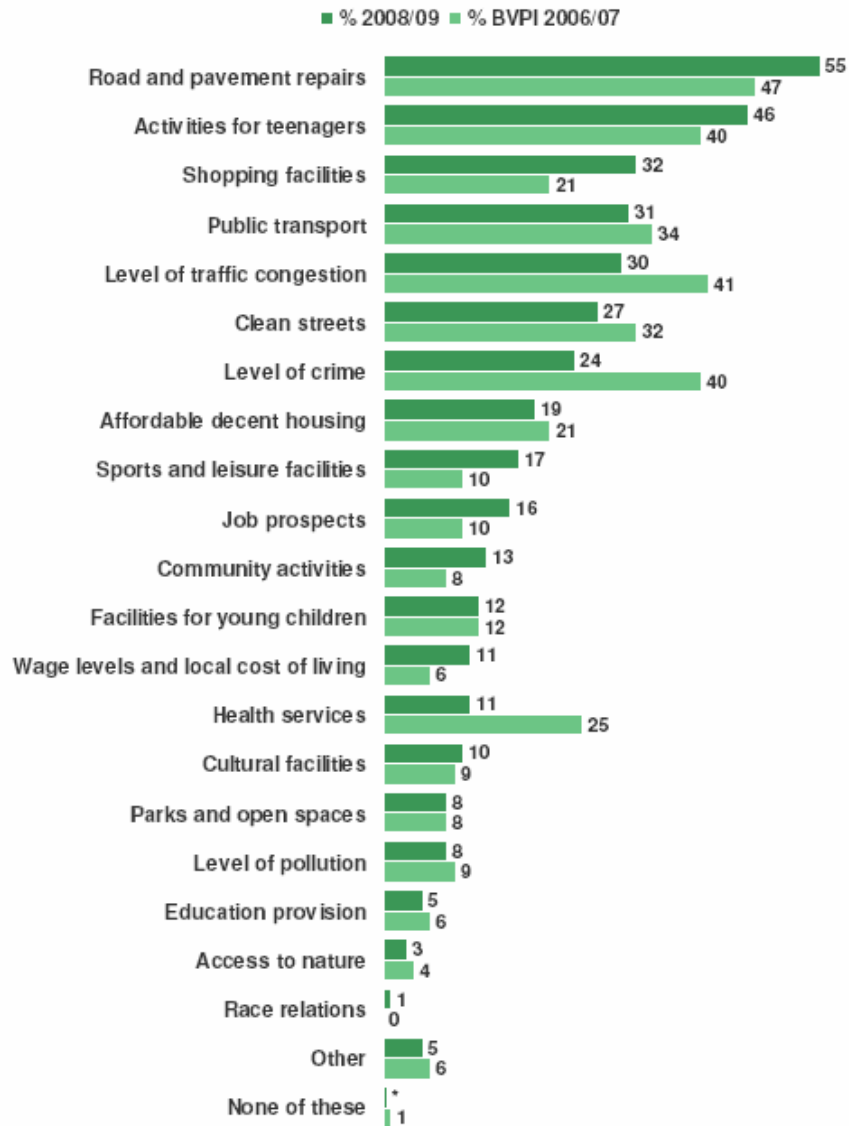
## **Improving the District**

- 5.14 The improvement in reducing crime is reflected in the graph overleaf, which compares our residents' changing priorities over time. Crime as a priority has fallen from 40% to 24%, which is a very large fall. The top three issues would come as no surprise to Members or officers. There is little the District Council can do to change the first one and while the maintenance of non-principal roads is a LAA target, reflecting customer feedback, this is an area that is likely to be cut first, once the serious public spending cuts start to feed into local government in the 2011/12 budget round.
- 5.15 Activities for teenagers has come out from previous customer panel surveys. There is surely more for teenagers to do now than any previous generation? The high percentage probably reflects the anti-social behaviour aspect that older people do not like teenagers hanging around, regardless of whether they are breaking the law. Teenagers hang around for safety and to be unsupervised, so we will need to think carefully about how to respond to this issue. We also need to remember that we have invested in both capital schemes, diversionary activities and sports development officers in recent years and our "offer" to teenagers is already good, so consideration needs to be given to marketing more strongly the "offer" that we make. Both shopping and transport are being addressed through the town centre regeneration.

Table 11 – Residents’ Top Priorities for Improvement

## Priorities for improvement and changes over time

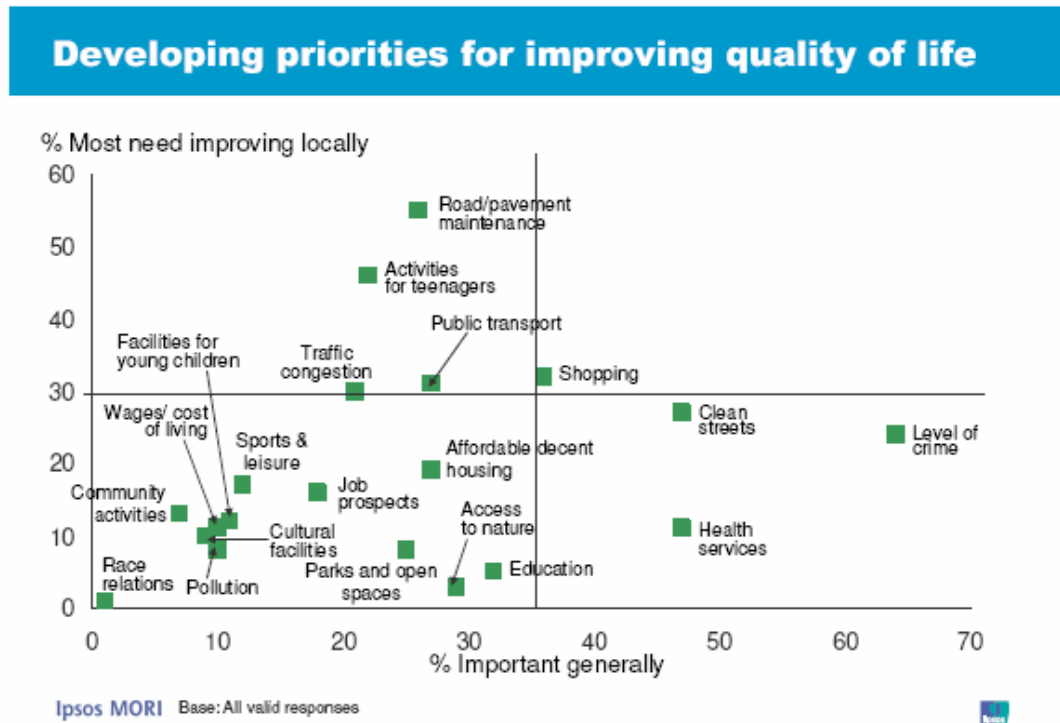
Q Thinking about this local area, which of the things below, if any, do you think most need improving?



Ipsos MORI Base: All valid responses 2008/09 (1014)



Table 12 – Importance and Most In Need of Improvement



5.16 It is interesting to note that shopping is the only area that is deemed by the public to be of high importance and in high need for improvement.

**Budget Jury**

5.17 Unfortunately, this year’s budget jury had to be suspended due to the Shared Services agenda. The Cabinet/CMT away day expressed a continued commitment to the jury and its potential expansion in future years, once the process is refined. Feedback from last year’s jurors indicates, as per the Place Survey feedback, that there is a strong link between satisfaction with the Council and how informed people are.

**Staff Feedback**

5.18 Staff were extensively consulted last year about the Council’s priorities. It was not felt appropriate to re-run the same exercise so quickly again and consult again this year, plus the proximity of the Shared Services agenda also made such an exercise seem inappropriate.

5.19 Last year, staff identified three priorities:-

- A thriving market town;
- Sense of community and well being; and
- Street scene and environment.

5.20 Staff went on to look at the key deliverables for each proposed priority and suggested the following:-

1. A thriving market town;

- Parking.
- Transport.
- Visitors experience/attractions.
- Tourism.
- Unique shopping experience.
- Entertainment

2. Sense of community and well being; and

- Entertainment and leisure
- Healthier communities
- Housing
  
- Events
- Safer communities

3. Street scene and environment.

- Gateway approaches.
- Recycling.
- Waste Management.
- Clean streets.
- Sustainability.
- Climate change.

### **Equalities and Diversity Conference**

5.21 The Council now holds an annual Equality and Diversity Conference. This year's conference is not due to be held until the 26 September, but last year's feedback has been included, as it is reasonable to assume that the areas identified by those attending the conference will be similar. The feedback from last year is as follows:-

#### Housing

- Affordable housing for all sections of the population, including those with special needs;

- A concern about younger people moving away due to the lack of affordable housing; and
- The need for more properties which are shared ownership.

### Town Centre

- A general view that the “physical appearance of the town centre is very poor”, but that Bromsgrove is basically a nice town;
- The Conference, like residents in general, clearly want a better retail offer and improved town centre layout, particularly, access between ASDA/shopmobility and the rest of the town;
- Access to the town centre was a key issues, in particular, improved public transport, a better bus interchange and a high dependency unit (toilets);
- Proper kerbing that is suitable for shopmobility scooters has also been highlighted as an issue to correct in any future changes to the highways.

### Transport

- Storage facilities for personal mobile vehicles whilst users use public transport.
- Community transport provision.
- Removing charges for blue badge holders.
- Extension of the shopmobility hours.

### Customer Service

- The Hub was considered a “great service”.
- Increased marketing and awareness of this service were considered key.
- The existence of the customer feedback system was not widely understood.

### Sense of Community

- More group events.



### Clean Streets and Recycling

- Street cleaners following on from refuse collection was identified as an improvement (the same issue has come out of the customer panel);
- Regular attention to litter hotspots.
- The desire for co-mingled recycling collections.

## **6. Performance Position**

- 6.1 2008/2009 was the Council's most successful year for some time. The Council achieved an overall CPA rating of "Fair", based on its 2007/2008 outturn. Analysis of 2008/2009's performance is more difficult, as 2008/2009 is a transition year from the old BVPIs to the new NIs, so no historic data is available and we are awaiting comparative data.
- 6.2 72% of performance indicators achieved their target. There were 10 red or amber indicators. A performance summary and a table setting out the red or amber indicators is set out overleaf.
- 6.3 Looking at the red or amber indicators, the target for recycling/composting was only just missed and overall performance is comparatively high. Sports centre usage was down due to the refurbishment of the Dolphin Centre (now complete). The bonfire night reflected the decision to charge and poor weather the previous year. The crime indicators have been addressed and whilst the PACT target was missed, the Council is unusual in fielding senior officers to these meetings. Planning's performance dipped due to long term sickness and turnover caused by Single Status. The latter has been addressed, the former remains a problem. This leads us on to sickness absence, which remains the one intractable indicator. A corporate working group has been established with the aim of reducing the Council's sickness levels.

## Summary of performance

### Performance against targets

The following table provides information on how performance indicators are performing against targets set by the Council, where the data is available.

Performance against target	2007/08	2008/09
Performing at or above target	77%	72%
Performing below target but within 10% of target	16%	20%
Performing below target by more than 10%.	7%	8%

Note that due to the significant changes in the PI reporting set, as described above, there are a number of PI's which were new in 2008/09 and thus did not have a target. Therefore overall comparisons of performance with previous years should be treated with caution.








### Performance Trends

The following table and graph provides information on how performance indicators are performing against previous year's performance, where comparable data is available.

Performance Trends	2007/08	2008/09
Performance Improving	72%	54%
Performance steady	11%	8%
Performance declining	17%	38%

Note that due to the significant changes in the PI reporting set, as described above, there are a number of PI's which were new in 2008/09 for which there were no previous years figures. Therefore overall comparisons of performance with previous years should be treated with caution.

Table 13 – 2008/2009 Outturn Red/Amber Indicators

Ref	Description	2007/08 Actual	2008/09		Trend
			Target	Actual	
NI 192	Percentage of household waste re-used, recycled and composted	n/a	45.00	43.25	n/a
	Number of usages of Sports centres	592,133	672,420	627,404	
	Number of people attending the annual bonfire	n/a	11,339	2,757	n/a
	The number of domestic burglaries	355	359	438	
	The number of robberies	67	56	61	
	% of PACT meetings attended by SMT members	n/a	85	80	n/a
	The average number of working days lost due to sickness	9.35	8.75	10.66	
NI 157	The percentage of major planning applications determined within 13 weeks.	95.35	75.00	68.80	
NI 157	The percentage of minor planning applications determined within 8 weeks.	92.42	80.00	76.50	
NI 157	The percentage of other planning applications determined within 8 weeks.	93.11	90.00	89.50	

## **Audit Commission – CPA Report (March 2009)**

6.4 The Council was re-rated as Fair in March 2009; the report identified the following areas for improvement:-.

1 The Council should strengthen its customer focus so that its actions meet the needs of its community:

- A culture of customer focus should be fully established at all levels within the council.
- Strategies, contracts, project specifications and business plans and accompanying action plans need to have clearly identified outcomes that the public would recognise, to deliver the outcomes intended.

2 To ensure the Council maintains its improvement journey and to make the best use of resources and ensure a focus on priorities, the Council should:

- Develop further its workforce planning by undertaking a skills audit to identify and address any gaps;
- Undertake routine evaluation of all projects, initiatives and partnerships to ensure that the Council's resources make the most impact and deliver the best value for money; and
- Strengthen the scrutiny function to ensure robust and constructive challenge of performance, plans and decisions, including their direct and indirect consequences, so that priorities are delivered fully and not unintentionally undermined.

3 Improve external communication by:

- Regularly checking that the community understands the Council's messages and information. This will help the public know what services are offered by the Council and allow the Council to highlight what it has achieved.
- Providing clear and regular information updates on progress, especially for longer term projects such as the town centre.

6.5 The Government Monitoring Board was satisfied that the Council is responding to each of these recommendations appropriately; hence, why it is recommending an end to voluntary engagement.

## 7. Resources

### Finance

- 7.1 Economic commentators are predicting large cuts in public spending after next year's general election. To give an indication of the scale of the problem, the Government's annual borrowing requirement prior to the recession was £38billion, which many political commentators considered high. The most recent monthly figure was £13billion, which suggests an annual figure considerably in excess of £100billion. Public sector debt was historically low in the 1990s, so whilst the current figures are high, they are not unprecedented: public sector debt after both world wars was very high; however, this meant years of fiscal austerity.
- 7.2 In considering the pressures on public finances, future reviews of the Medium Term Financial plan 2010/11-2012/13 will review the impact of the financial pressures to ensure the priorities of the Council can be delivered within the limited resources whilst demonstrating Value for Money to our residents.

### People

- 7.3 Staff remain our most valuable resource and it is critical that we continue to support them through what will be a difficult number of years, as we implement the shared services model with Redditch. Cabinet/CMT identified two main strands to this continuing commitment.
- Continuing to invest in training to ensure we have modern, commercially aware managers. Over the last few years, we have invested in training, to bring our managers and staff up to speed on what many organisations would consider the basics e.g. PDRs. We now need to invest in skills that will give our managers a competitive advantage in the public sector, for example, lean systems, programme management, marketing, customer experience, income generation etc.
  - We also need to continue to pay attention to recognition of performance, loyalty and making Bromsgrove a good place to work.
- 7.3 In addition to our existing staff, Cabinet/CMT identified a need to increase support for youth employment e.g. graduate programmes, apprenticeships etc. and to access external funding streams where we can.

## **8. Strategic Direction**

### **Vision**

8.1 The Council's Vision is:-

"Working together to build a district people are proud to live and work in through community leadership and excellent services"

8.2 This Vision is still considered appropriate.

### **Values**

8.3 Given the up and coming shared services agenda and current economic climate, Cabinet wish to add a fifth value, Value for Money.

### **Strap Line**

8.4 The Council's current strap line is "Building Pride" which reflected the Council's position three years ago i.e. that it was difficult to have pride in an organisation that was one of the worst performing councils in England. The achievement of the CPA "Fair" rating and our drive towards shared services and excellence suggests we should now change this strap line. It would be a gradual change i.e. as equipment is replaced, so that no additional costs are incurred. Various proposals were discussed on the Cabinet/CMT away day. Cabinet are asked to consider this area further.

### **Objectives**

8.5 The current objectives are Regeneration, Improvement, Sense of Community and Well Being and Environment. The definitions of each objective are in Addendum A. The objectives titles have been changed very slightly with Sense of Community and Well Being becoming One Community and Well Being.

### **Priorities**

8.6 The following 6 priorities have been identified for the year ahead:-





Table 14 – Proposed Corporate Priorities

<b>Council Objective</b>	<b>Current Priority</b>	<b>Revised Priority</b>	<b>Comment</b>	<b>Report Ref.</b>
Regeneration	Town Centre	Town Centre	No change.	5.16
	Housing	Economic Development  Moved to different objective.	Both Cabinet and the LSP Board have identified the need to have a stronger focus on economic development in the north of the County. The town centre will continue to be key aspect of this agenda.	3.8, 4.4
Improvement		Value for Money	Reflects the proposed new Value and increased focus on Shared Services. Value for Money also includes customer satisfaction.	5.6, 7.1
One Community and Well Being	Sense of Community	One Community	A slight change of wording, with children and young people and crime and fear of crime remaining key to delivering this priority. A new aspect is the inclusion of older people (see overleaf). Community influence has been removed, but is considered to underpin the Council's activities, through the Customer First and Equalities values. The Place Survey demonstrates a clear link between involving people and satisfaction with the Council.	2.3, 3.13 and 4.2

		Housing	No change, but underneath the headline priority a wider focus around a balanced mix of housing to enable a balanced community. This will include affordable housing, but also housing for older people. Moved from Council Objective Regeneration	3.9
Environment	Clean Streets and Climate Change	Climate Change	The Council has made significant improvements to street cleansing, but climate change remains the biggest challenge the Council faces.	3.20, 4.3

### Key Deliverables

- 8.7 The budget bids and performance measures for each proposed priority will need to be “worked up” through the business planning process, budget process and production of the Council Plan 2009/2012 (March 2009 Cabinet). The outline key deliverables/budget bids for each priority are:-

Our Values: Leadership, Partnerships, Customer First, Equalities and Value for Money

*Our Vision:* “Working together to build a District where people are proud to live and work, through community leadership and excellent services.”

<b>Objectives</b> <i>(Total of 4)</i>	<b>Regeneration (CO1)</b>	<b>Improvement (CO2)</b>	<b>One Community and Well Being (CO3)</b>	<b>Environment (CO4)</b>
<b>Priorities (CPs)</b> <i>(Total of 10)</i>	<ol style="list-style-type: none"> <li>1. Economic Development</li> <li>2. Town Centre</li> </ol>	<ol style="list-style-type: none"> <li>3. Value for Money</li> </ol>	<ol style="list-style-type: none"> <li>4. One Community</li> <li>5. Housing</li> </ol>	<ol style="list-style-type: none"> <li>6. Climate Change</li> </ol>
<b>Key Deliverables</b> (under each Priority) <i>(Total of 34)</i>	<p><u>Economic Development</u></p> <ol style="list-style-type: none"> <li>1. Economic Development Strategy</li> <li>2. Employment</li> </ol> <p><u>Town Centre</u></p> <ol style="list-style-type: none"> <li>1. High Street</li> <li>2. Market Hall</li> <li>3. Train Station</li> </ol>	<p><u>Value for Money</u></p> <ol style="list-style-type: none"> <li>1. Shared Services</li> <li>2. Efficiencies (incl. Lean Systems)</li> <li>3. Marketing/Income generation</li> </ol>	<p><u>One Community</u></p> <ol style="list-style-type: none"> <li>1. Children and young people (including intergenerational activities, community events and diversionary activities).</li> <li>2. Older People – access to services (including directory, ageing well and community transport).</li> <li>3. Crime and fear of crime.</li> </ol> <p><u>Housing</u></p> <ol style="list-style-type: none"> <li>1. Balanced Housing Mix</li> <li>2. Disabled Facilities Grants</li> </ol>	<p><u>Climate Change</u></p> <ol style="list-style-type: none"> <li>1. CO2 emissions.</li> <li>2. Adaptations.</li> </ol>

Our Values: Leadership, Partnerships, Customer First, Equalities and Value for Money

## **Addendum A**

### **Council Objective Definitions**

#### **Council Objective 1 - Regeneration**

This Council Objective can be defined as:-

- Improving the physical fabric of the District, in particular, the town centre and Longbridge site.
- Improving the living environment of the vulnerable, in particular, eliminating fuel poverty, reducing the gap in serious accidental injury, and the indoor living environment in so far as it affects respiratory health (cold, damp, indoor pollution).
- Ensuring quality and choice in the local housing market across all tenures with the availability of sufficient decent, affordable and sustainable housing to meet the needs of all of the District's residents including those with special housing needs.
- Ensuring a strong, prosperous and competitive local economy which creates wealth in order to support the level of investment required to close the gap of inequality; contributes to the region's economy and enable people to improve their quality of life.
- Securing public and private investment in the above factors in order to lever in sufficient investment to tackle these issues.
- Reducing inequalities wherever these exist within our District.
- Improving household incomes through increasing economic activity by promoting enterprise and entrepreneurship and the take up of employment opportunities through improved access to jobs, employment growth (both public and private) and improving people's skills (both young people's and adults). Where people are genuinely unable to work ensuring that people take up the full benefits to which they are entitled.

#### **Council Objective 2 - Improvement**

This Council Objective can be defined as:-

- Providing an excellent customer experience including choice where possible.
- Maintaining a clear focus on our customers' priorities.

- Making the best use of new technologies to improve services whilst reducing costs.
- Driving out efficiency savings (3% cashable per annum) and making the best use of our assets in order to further invest in our priorities.
- Using systems theory and other management tools to help deliver these efficiency savings and working with the Regional Improvement and Efficiency Partnership.
- Making appropriate use of management systems e.g. risk management, performance management and project management.
- Ensuring we recruit the right staff and retain and develop their skills.
- Achieving public confidence in our prudent financial management, service delivery and corporate governance through positive external audit and inspection feedback.
- Maintaining a level of council tax from which the public feel we make good use of the money we spend and reflects the quality of services they receive.
- Ensuring we seek out, listen, respect and represent the views of our diverse customers and communities.
- Communicating consistently to our customers and communities.
- Actively involve our customers and communities in the design and delivery of our policies, strategies, plans and services.
- Joining up and integrating services both within the Council and with our partners making the best use of new technologies.
- Tailoring the mix of customer service, community leadership and democratic engagement to fit the particular circumstances of each community.
- Ensuring people are able to access services whatever their circumstances.

### **Council Objective 3 - Sense of Community and Well Being**

This Council Objective can be defined as:-

- Ensuring the District's residents have a good cultural "offer" which encourages a sense of community.
- Ensuring the District's residents have a good sports and physical activity "offer" which encourages a sense of community and healthy lifestyles.

- Providing effective community leadership.
- Promoting active citizen engagement in the democratic process.
- Ensuring the value and contribution of the diverse communities in our District is recognised and celebrated.
- Improving the social capital of our communities and developing sustainable and cohesive communities.
- Enabling people to enjoy a high quality independent life in their own homes and communities for as long as possible and when this is no longer possible ensuring more intensive care is available.
- Ensuring the Council fully embraces the “Every Child Matters” Agenda: that our children and young people are: healthy, stay safe, enjoy and achieve, make a positive contribution, achieve economic well being and can access services.
- Reducing crime and the fear of crime within our communities.
- Ensuring access to lifelong learning opportunities for learning and creativity to help everyone achieve their potential for quality of life and prosperity.
- Improving people’s lifestyle choices, including diet, smoking and physical activity.

#### **Council Objective 4 - Environment**

This Council Objective can be defined as:-

- Ensuring the District offers a quality living environment for everyone, with access to good facilities including clean and attractive open spaces.
- Sustaining this quality living environment for future generations.
- Waste collection, recycling and disposal that supports a reduction in landfill.
- Ensuring high levels of environmental cleanliness.
- Maintaining and fostering the District’s biodiversity.
- Reducing carbon emissions, both as a Council and a District.
- Adapting to climate change, in particular, flood mitigation measures, flood risk identification and mitigation and improved drainage.

- Developing a modern transport infrastructure and services which encourage modal shift from car to public transport, walking or cycling.
- Maintaining our rural communities.
- Balancing our green belt whilst responding to the economic development needs of the District.

## Addendum B

### Key Deliverables – Resources and Outcomes

<b>Key Deliverable:</b> Economic Development Strategy	
<b>Resource</b>	<b>Outcomes</b>
<p>Need to develop District Economic Development Strategy.</p> <p>Market Bromsgrove District (BUDGET).</p> <p>Understand baseline.</p> <p>Align to City/Region (investigate).</p> <p>Funding co-ordinator (BUDGET).</p> <p>Improve skill levels.</p>	<p>Attract new and more diverse businesses.</p> <p>Improve wages for those who live and work in the District.</p>

<b>Key Deliverable:</b> Employment	
<b>Resource</b>	<b>Outcomes</b>
<p>Put LSP Economic Theme Group on firm footing. Focus on people accessing services.</p> <p>The Trunk.</p>	<p>Unemployment rate.</p> <p>Worklessness rate.</p> <p>Disability unemployment levels.</p>

<b>Key Deliverable:</b> Town Centre High Street	
<b>Resource</b>	<b>Outcomes</b>
<p>Need to find money to resurface High Street and High Street furniture.</p>	<p>Improved physical appearance.</p> <p>Increased footfall.</p> <p>% who believe town centre improving.</p> <p>% satisfied with town centre.</p> <p>Improved accessibility (footfall at bus</p>



	station, community transport and shopmobility usage, car park usage).
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<b>Key Deliverable:</b> Town Centre Market Hall	
<b>Resource</b>	<b>Outcomes</b>
Town centre partnership and also a property developer.	Improved physical appearance.
New business located on site or other usage determined.	Increased footfall.
	% who believe town centre improving.
	% satisfied with town centre.

<b>Key Deliverable:</b> Train Station	
<b>Resource</b>	<b>Outcomes</b>
Funding package secured.	Increased footfall at station.
Planning approval.	% who believe town centre improving.
District Council support for project team.	% satisfied with town centre.
	% using public transport in District.
	Transport improvements i.e. new train station, hopper service, expanded community transport provision.

<b>Key Deliverable:</b> Marketing Council and District	
<b>Resource</b>	<b>Outcomes</b>
Marketing budget, particularly, for town centre.	Improved rating.
Using alternative formats for communication/e-mails/buses.	Improved perception on Place Survey.
Budget for improved distribution of Together Bromsgrove (BUDGET)	Improved sense of belonging.
	Increased service take up.

<b>Key Deliverable:</b> Improvement Events (rapid learning)#	
<b>Resource</b>  Knowledge of approach.  Cllr Del Booth has expertise in this area.	<b>Outcomes</b>  Improvements delivered as a result of rapid learning events.

<b>Key Deliverable:</b> National Indicators	
<b>Resource</b>  Existing Corporate Communications, Policy and Performance Team.  Annual review through Annual Report, LSP Away Day and Cabinet/CMT Away Day.	<b>Outcomes</b>  Appropriate rate of improvement for excellent council status.  Needs of District tackled.

<b>Key Deliverable:</b> Shared Services	
<b>Resource</b>  Funding (up front) for transformation. Capacity (including interim support through change. Included in SERCO report). ICT. Training.	<b>Outcomes</b>  Survival as an organisation. Improved services. Significant savings.

<b>Key Deliverable:</b> Efficiencies including Lean Systems	
<b>Resource</b>  Training/skills. Funding (up front).	<b>Outcomes</b>  Improvement in performance. Improvement access.

Permanent improvement manager (BUDGET or funded through Shared Services).	Savings realised. Improved services. Change culture.
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<b>Key Deliverable:</b> Income Generation	
<b>Resource</b>	<b>Outcomes</b>
Funding co-ordinator (see Econ. Development Strategy KD). Marketing budget required (BUDGET). Sponsorship. Training for lean systems.	More external funding. More with less. Lower council tax. Better services.

<b>Key Deliverable:</b> Inter-generational activities	
<b>Resource</b>	<b>Outcomes</b>
<p>Would require a new Officer and delivery budget as this work would be out side any current work loads and the capacity of the current structure.</p> <p>In effect we are looking at creating a community co-ordinators role to link up the work of the Sports dev, Sports centres, HIMP and Com Safety Teams, spot gaps and opportunities (inc funding) and create sessions to full fill this need.</p> <p>This person would also need to be able to up skill local groups and volunteers in order to assist them to continue with delivery once the initial work had been completed to ensure sustainable projects.</p>	<p>Participation in Sport (NI8, NI110).</p> <p>Place survey satisfaction ratings</p> <p>Lower Fear of and perception of Crime results from West Mercia Survey.</p> <p>Other national indicators (NI1, 6, 17, 21, 22, 23, 24 &amp; 25).</p>

<b>Key Deliverable:</b> Activities/facilities for young people (cost of access)	
<b>Resource</b>	<b>Outcomes</b>
<p>Funding for magazine and website aimed specifically at young people. This may not be required as the county, Sport England and other agencies have this in place. What is required is capacity to map and plot current provision load it into the current systems and enhance opportunities to promote current work.</p> <p>Young people provision in parks and open spaces such a MUGA's, skate and risky play as per PPG17. This could then be supported by existing work programmes and the proposed intergenerational officer's post.</p>	<p>% who remember receiving a copy.</p> <p>% who found it useful.</p> <p>Increased numbers at activities.</p> <p>Increased satisfaction ratings.</p> <p>Increased opportunity to access information from a single source/point of contact.</p> <p>Ni110 &amp; 199</p>

<b>Key Deliverable:</b> Safeguarding	
<b>Resource</b>	<b>Outcomes</b>
<p>Full operating and reporting procedures produced, reviewed, implemented and monitored.</p> <p>Resource required would need to be established but would inc production of policies, consultation with WORCS safeguarding board &amp; training of staff.</p>	<p>Children and young people are kept safe within our District, particularly, when using Council facilities.</p>

<b>Key Deliverable:</b> Reduce Fear of Crime	
<b>Resource</b>	<b>Outcomes</b>
<p>Promotional activity (existing budget)</p> <p>Continued commitment to PACT?</p> <p>Increased crime prevention information and access to information relating to the performance of the CSP.</p>	<p>Reducing fear of crime (Place Survey).</p> <p>Increasing acceptance (Place Survey).</p> <p>Area a nice place to live Place Survey).</p>

<b>Key Deliverable:</b> Enforcement	
<b>Resource</b>  Last years budget bid was rejected. Do Members want officers to submit another bid?	<b>Outcomes</b>  Reduced fear of crime.  Improved public perception.

<b>Key Deliverable:</b> Diversionary Activities	
<b>Resource</b>  No additional resources are required as they are funded via the CSP funding process; however should LAA funding be reduced again we may need to look at this matter with other partners to make up any lose that may be enforced.	<b>Outcomes</b>  Reduce crime and fear of crime.

<b>Key Deliverable:</b> Older People – Access to Services	
<b>Resource</b>  Budget for production and distribution of older person’s directory (BUDGET).	<b>Outcomes</b>  % who remember receiving a copy.  % who found it useful.  Older people get the support they need to continue to live independently (Place Survey).

<b>Key Deliverable:</b> Ageing Well	
<b>Resource</b>  Budget for more activities (BUDGET).  Promotion of (BUDGET).	<b>Outcomes</b>  Older people get the support they need to continue to live independently (Place Survey).  Increase participation levels through

	increased offer.
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<b>Key Deliverable:</b> Community Transport/Shopmobility	
<b>Resource</b>	<b>Outcomes</b>
Increased provision (subject to initial service being a success) (BUDGET).  Budget already available for second bus, but would need increased revenue funding.	Usage numbers.  User satisfaction.

<b>Key Deliverable:</b> Budget Jury (including Internet)	
<b>Resource</b>	<b>Outcomes</b>
More officer time.  Advertising costs.  Small budget for road shows.  Refine process in 2010 and consider much larger exercise in 2011.	Increase % who feel they can influence decisions.  Survey satisfaction of residents at beginning and end of process.  Hits on Internet.  Numbers attending jury.  Better understanding of Council role.  VFM Place Survey.

<b>Key Deliverable:</b> Community Forums (including LNPs)	
<b>Resource</b>	<b>Outcomes</b>
Improved corporate management of engagement programme.  Advertise how much we do? "Listening Times" 3k required (BUDGET).  Continue with U Decide.  Continued funding for LNPs.	Increase % of people who think they can influence (Place Survey). Increased awareness of PACT.  As above.  Increased numbers, including harder to reach.  Public satisfaction with town centre.

<p>Set aside some land in town centre (one where we have time to do), for public to determine what they want to with it (future capital budget bid).</p> <p>Building in town centre for young people (future capital budget bid).</p> <p>Staff time to deliver.</p>	<p>Numbers involved. Direct feedback.</p> <p>As above. Youth satisfaction. Young people have somewhere to “hang out”.</p> <p>Representative workforce.</p> <p>Generally, increased buy in to difficult decisions.</p>
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<b>Key Deliverable: Community Events</b>	
<p><b>Resource</b></p> <p>Increased budget for community events (BUDGET – 15k suggested).</p> <p>Easter Egg Hunt (town centre).</p> <p>Grand Prix (location?).</p> <p>Xmas event for children (linked with festival and lights).</p> <p>Band contest.</p>	<p><b>Outcomes</b></p> <p>Sense of belong (Place Survey)</p> <p>People getting along well (Place Survey)</p> <p>Improved scores for specific events e.g. bandstand, street theatre etc.</p> <p>Increased numbers.</p> <p>Above applies for all of District.</p>

<b>Key Deliverable: Balanced Housing Mix</b>	
<p><b>Resource</b></p> <p>Housing Strategy.</p> <p>Core Strategy (RSS). Available sites.</p> <p>Downsizing strategy and funding?</p> <p>Care homes.</p>	<p><b>Outcomes</b></p> <p>Improved housing offer i.e. more of and mix.</p> <p>As a result, more balanced communities.</p> <p>Housing for young to stay in District.</p> <p>Older people remaining independent for longer.</p>

<b>Key Deliverable:</b> DFGs	
<b>Resource</b>	<b>Outcomes</b>
<p>Lean systems review.</p> <p>Capital budget to meet increasing need.</p> <p>Loss of grant funding to Worcestershire pooled budget for Care and Repair Service.</p>	<p>Reduced waiting times.</p> <p>Satisfaction with adaptations.</p>

<b>Key Deliverable:</b> CO2 Emissions	
<b>Resource</b>	<b>Outcomes</b>
<p>Baseline measurement.</p> <p>Improved public transport.</p> <p>Air quality zone.</p> <p>Energy/usage monitoring.</p> <p>Working patterns.</p> <p>Vehicles (Need an action plan, with associated costs to deliver the reductions) (BUDGET).</p>	<p>Reduced CO2 emissions measured by NI 185.</p> <p>Possible target of 9% over three years.</p>

<b>Key Deliverable:</b> Adapting to Climate Change	
<b>Resource</b>	<b>Outcomes</b>
<p>Influence partners e.g. County Council, Severn Trent.</p> <p>Provide information.</p> <p>Drainage engineer??? (BUDGET)</p> <p>Do we need to increase our capability to respond to flooding problems??? (BUDGET)</p>	<p>Reduced flooding in District.</p> <p>Number of complaints.</p> <p>Number of known problem areas.</p>



## BROMSGROVE DISTRICT COUNCIL

### CABINET

2ND SEPTEMBER 2009

#### MODERN.GOV – THE WAY FORWARD AND ACCESS TO INFORMATION

Responsible Portfolio Holder	Councillor G. N. Denaro
Responsible Head of Service	Head of Legal, Equalities and Democratic Services
Non-Key Decision	

#### **1. SUMMARY**

- 1.1 The Council has adopted an electronic committee administration system (Modern.gov) which is used for the production, collation and distribution of agenda, reports and minutes of meetings of the Council and its Committees.
- 1.2 For some time a small group of Members have been involved in a paperless project pilot, whereby they access Council and Committee documents by electronic means only, at home and during meetings at the Council House.
- 1.3 This report sets out proposals to reduce the volume of Committee papers circulated to Members with a view to achieving increased use of electronic access.
- 1.4 The report also sets out proposed new arrangements for access to Council and Committee documents containing confidential or exempt information.

#### **2. RECOMMENDATION**

- 2.1 That the Cabinet recommend the Council to approve the following:
  - (a) that, with effect from 1st October 2009, paper copies of agendas, reports and minutes be provided only for the Members of each Committee, the full Council meeting, potential public attendees at Council and Committee meetings, and for officer attendees on request, subject to the exclusion of those Members who opt to rely purely on electronic access;
  - (b) that any Members who wish to rely purely on electronic access to Committee documents may do so on a voluntary basis by notifying the Chief Executive;
  - (c) that, with effect from 1st October 2009, the electronic transmission of general Council correspondence including letters, decision notices, updates, the Forward Plan, notices of events and training sessions,

etc be confirmed as the standard method of delivery to Members. Any Member who wishes to continue to receive paper copies be required to submit a formal request to the Chief Executive before this date requesting exemption from electronic delivery;

- (d) that, with effect from January 2010, the Council cease the twice-weekly post to those Members who voluntarily agree to collect post from their pigeonholes.

2.2 That the Cabinet recommend to the Council that the access to information procedures be amended with effect from 1st October 2009 as follows:

- (a) that access to reports and background information containing exempt information be restricted to Members of the Cabinet or relevant Committee and appropriate officers only;
- (b) that attendance by a Member at a meeting of the Cabinet or Committee of which he/she is not a member following a resolution to exclude the public and press if the business to be transacted contains exempt information be permitted and that the Member be entitled to receive a copy of the exempt report and retain it;
- (c) that any requests from other Members for access in accordance with Members' statutory, constitutional and common law rights be considered on a case by case basis by the Council's Monitoring Officer in consultation with the Chairman of the relevant Committee;
- (d) that in the event the Cabinet is required to make recommendations to the full Council on reports containing confidential or exempt information, the full report be included as part of the private agenda pack for the relevant meeting of the Council;
- (e) that the Monitoring Officer be designated in the Council's scheme of delegation as the Proper Officer for the purposes of s100 of the Local Government Act 1972 and the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2000.

2.3 That the Cabinet recommend the Council to authorise the Monitoring Officer to make any necessary alterations to the Council's Constitution arising from the above.

### **3. BACKGROUND**

#### **Modern.Gov/Paperless Project**

3.1 The Council has adopted an electronic committee administration system (Modern.gov) which is used for the production, collation and distribution of agenda, reports and minutes of meetings of the Council and its Committees.

3.2 The Modern.gov system provides email alerts with links to Council and Committee documents as soon as they become available and are published on the website. Email alerts for each formal meeting are currently provided to all Members, relevant officers, the press and some other bodies. This has

enabled the number of paper copies to be reduced thus already achieving some savings in relation to paper, photocopying and postage.

- 3.3 At present paper copies of Committee documents are supplied to Members for every Committee on which they serve. In addition, all Members routinely receive the agenda book for meetings of the full Council, the Cabinet and Planning Committee. Members can also request to receive paper copies of other Committees on which they do not serve. Cabinet Members also receive copies of the agenda for the Performance Management Board. A paper copy of each Committee agenda is also made available in the Members' Room at the Council House.
- 3.4 For some months a small group of Members (Councillors Booth, Denaro, Hollingworth, Jones, Taylor and Webb) have been involved in a paperless project pilot, whereby they access Council and Committee documents by electronic means only, at home and during meetings at the Council House.
- 3.5 During the period of the pilot there have been a number of practical developments including the provision of long life batteries for the relevant Members' laptops and additional software which enables the Members to make notes on Committee documents which are produced by the Modern.gov system in Adobe PDF format.
- 3.6 Consideration now needs to be given to the way forward.

#### **'Big Bang' Option**

- 3.7 It has been suggested that paper copies cease to be provided to Members and that Committee documents be made available by electronic means only. This would require Members to use their laptops at all Council and Committee meetings.
- 3.8 Officers consider that such a 'big bang' approach would be impractical as the level of ICT input and support to Members and Committee meetings would be unmanageable and would significantly compromise the level of ongoing ICT support which needs to be provided to the organisation as a whole. Inadequate ICT support would present a clear risk of disruption to the decision-making process.
- 3.9 The ICT support required would include doing a health check of every Member's laptop, including any resultant rebuilding to meet requirements or the issue of a new laptop. There would also be significant training and development issues given the varying levels of ICT skills and competencies amongst Members. One-to-one training would be the desired approach so as to enable training to be tailored to individual needs. An ICT presence would be required at every Council and Committee meeting to deal with any technical issues which arose.

3.10 Furthermore, the Council's Committee structure includes a number of regulatory and quasi-judicial Committees where it is particularly important for Members to focus on the matters under consideration without being distracted or being perceived as being distracted by their laptops.

### Proposed Way Forward

3.11 In view of the impracticality of the 'big bang' approach as referred to above, it is proposed that a more manageable approach be pursued to achieve a reduction in the number of paper copies of Committee documents and greater use of electronic access, as set out below.

Phase 1	From 1st October 2009	<p>Paper copies of agendas, reports and minutes be provided only for:</p> <ul style="list-style-type: none"> <li>➤ the Members of each Committee</li> <li>➤ the full Council meeting</li> <li>➤ potential public attendees at Council and Committee meetings</li> <li>➤ officer attendees on request</li> </ul> <p>Members of the Paperless pilot would continue to rely on electronic access only, together with any other Members who request to be paperless.</p> <p>A paper copy of each public agenda would continue to be made available in the Members' Room</p>
Phase 2	January 2010	<p>Twice weekly post to Members ceases to those Members who agree to collect their own post from the pigeonholes at the Council House (collection of post would <u>not</u> qualify as an approved duty for travel claim purposes).</p>

3.12 It is recognised that some Committee agenda items (such as strategy documents) can be particularly lengthy. It is suggested that officers keep Committee reports as succinct as possible and, where appropriate, submit an executive summary of lengthy documents. Alternatively, it may be possible to submit a summary of changes to a refreshed strategy document rather than the full version of the revised document. Officers would need to

ensure that Members and the public had separate electronic access to the full versions of such documents.

- 3.13 Historically the Council has provided paper copies of letters and other documents in relation to the business of the Council. In recent years there has been an increasing shift towards the use of electronic transmission and it now seems appropriate for the Council to confirm formally that electronic transmission is the standard method of delivery to Members. It is proposed that any Member who wishes to opt out would need to submit a formal request
- 3.14 It is recognised that levels of competencies with regard to ICT varies significantly between Members. It is important that individual Members take personal responsibility for developing their awareness and skills and ensure that they attend the training provided by the Council.

### **Access to Information**

- 3.14 Access to information is governed by legislation. As a general principle, the public has access to all documents containing material relating to any business to be transacted at a public meeting unless the document contains confidential or exempt information. Confidential information has a statutory definition, and Schedule 12A to the Local Government Act 1972 (as amended) defines the categories of exempt information.
- 3.15 Similarly, all documents containing material relating to any business to be transacted at a public meeting shall be available for inspection by any Member of the authority. However, legislation provides that Committee and Cabinet reports, documents containing exempt information need not be open to inspection by any Member unless the information is exempt because:
- a) it discloses any terms proposed or to be proposed by the council in the course of negotiations for a contract; or
  - b) because it reveals that the council proposes to serve a statutory notice etc.
- 3.16 Currently, the Council does not provide copies of reports containing confidential or exempt information to the public or press. Modern.gov is able to produce a public and private version of an agenda and only the public version is published on the Council's website.
- 3.17 Historically it has been the Council's normal practice to provide copies of confidential or exempt reports (pink reports) to Members other than those sitting on the relevant Committee, with the exception of some regulatory reports.
- 3.18 In order to bring the Council's practice in line with legislation, it is therefore proposed that the Council's access to information procedures be amended with effect from 1st October 2009 as follows:

- access to reports and background information containing exempt information be restricted to Members of the Cabinet or relevant Committee and appropriate officers only;
- that attendance by a Member at a meeting of the Cabinet or a Committee of which he/she is not a member following a resolution to exclude the public and press if the business to be transacted contains exempt information be permitted and that the Member be entitled to receive a copy of the exempt report at the meeting and retain it;
- that any requests from other Members for access to exempt reports in accordance with Members' statutory, constitutional and common law rights be considered on a case by case basis by the Council's Monitoring Officer in consultation with the Chairman of the relevant Committee;
- that in the event the Cabinet is required to make recommendations to the full Council on reports containing exempt information, the full report be included as part of the private agenda pack for the relevant meeting of the Council.

3.19 Reports containing information which is confidential but not exempt information will continue to be made available to all Members.

3.20 The proposals referred to in the report will require consequential changes to the Council's Constitution and it proposed that the Council authorise the Monitoring Officer to make the necessary amendments.

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

4.1 As the paperless project is rolled-out there will be incremental savings for the Council in terms of reduced paper use, less photocopying and postage costs.

4.2 It is not possible to quantify the levels of savings accurately as the costs per Council/Committee meeting vary according to the size of the agenda. However, the total printing cost for Council/Committee papers during the three month period May to July 2009 was £1756. This equates to an estimated total annual printing cost of £7024.

4.3 An exercise undertaken earlier in the year identified some illustrative printing and postal costs in relation to a sample of Committee agenda as set out in the table below:

Meeting	Size of agenda (no. of sides)	No. copies of agenda*	Cost of photocopying & paper	Postage Costs	TOTAL COST
Cabinet 4 March 09	492	51 (including 12 colour copies**)	£375.20	£3.65 per copy x 33 Members = £120.45	£495.65
Overview Board 3 March 09	124	26	£19.77	£0.99 per copy x 13 Members = £12.87	£32.64

Planning Cttee 2 March 09	144	55	£48.57	£0.99 per copy x 33 Members = £32.67	£81.24
Cabinet 4 February 09	238	51 (including 10 colour copies**)	£163.49	£1.44 x 33 Members = £47.52	£211.01
Overview Board 3 February 09	442	26 (including 13 colour copies**)	£288.87	£3.65 x 13 Members = £47.45	£336.32
Planning Cttee 2 February 09	76	55	£23.30	£0.69 per copy x 33 Members = £22.77	£46.07

\* Includes copies for Members, officers on request and spare copies for the public etc

\*\* Colour photocopying cost 0.04p per side compared to 0.0038p for black & white photocopying

4.3 There are sufficient resources within agreed budgets to meet the cost of any replacement laptops and routers that may be required for Members and the supply of a pool of long life batteries for Members.

4.4 The software currently used by Members in the paperless pilot to enable notes to be made on PDF documents is free of charge. This software can occasionally be unreliable but the cost of acquiring more reliable software has not been budgeted for.

## **5. LEGAL IMPLICATIONS**

5.1 As a general principle, the public has access to all documents containing material relating to any business to be transacted at a public meeting unless the document contains confidential or exempt information. Confidential information has a statutory definition, and Schedule 12A to the Local Government Act 1972 (as amended) defines the categories of exempt information.

5.2 Members' access to committee reports is governed by s100F of the Local Government Act 1972 as amended. This provides that Members who do not sit on the relevant committee are not entitled to access to reports containing exempt information except information which is exempt:

5.2.1 under paragraph 3 of Schedule 12A, ie it relates to the financial or business affairs of any particular person (including the authority holding that information);

However, information relating to any terms proposed or to be proposed by or to the Council in the course of negotiations for a contract is not open to inspection by Members not sitting on the relevant committee;

5.2.2 under paragraph 6 of Schedule 12A, ie it is information which reveals that the Council proposes either to give under any enactment a notice under or by virtue of which requirements are imposed on a person, or to make an order or direction under any enactment.

- 5.3 The rights of non-Cabinet Members to access Cabinet reports are governed by the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2000 as amended. These provide that non-Cabinet members are not entitled to access to documents containing exempt information except information which is exempt for the reasons set out in 5.2.1 and 5.2.2 above, mirroring the provisions relating to committees.
- 5.4 The Local Government Act 1972 section 100A defines confidential information as:
- (a) information furnished to the Council by a government department upon terms (however expressed) which forbid the disclosure of the information to the public; and
  - (b) information the disclosure of which to the public is prohibited by or under any enactment or by the order of a court;
- and, in either case, the reference to the obligation of confidence is to be construed accordingly.
- 5.5 Legislation does not restrict Members' rights to access to confidential information, only to exempt information.
- 5.6 Legislation is not specific as to whether or not Members of the Council who are not members of the Cabinet or a Committee are treated as members of the public for the purposes of attending meetings at which exempt or confidential information is to be transacted. However, it is a logical extrapolation that if those Members are not entitled to access to the exempt information they are treated on a par with members of the public and so are also not entitled to attend the part of the meeting from which the public and press are excluded at which the exempt information is discussed.
- 5.7 However, this is difficult to reconcile with the rights of members of overview and scrutiny committees and the rights of members to see information on a "need to know" basis. The Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 grant additional rights to members of an overview and scrutiny committee to a copy of any document and which contains exempt or confidential information if it is relevant to an action or decision that he /she is reviewing or scrutinising or which is relevant to any review contained in any programme of work of such-committee of the overview and scrutiny committee. The general common law grants a right to Members to see information on a "need to know" basis in order to properly conduct their business as a Member.
- 5.8 The principle in paragraph 5.6 is also difficult to reconcile with the right of call-in in relation to executive decisions taken by the Cabinet. This Council's Constitution permits call-in of an executive decision by notice signed by the Chairman of Scrutiny Board, by any other 3 members of the Scrutiny Board or by any 5 members of the Council who are not members of the Cabinet. Some degree of access to meetings at which exempt business



is discussed and access to the reports on which the decisions are based would be required to enable Members to exercise their rights of call-in.

## **6. COUNCIL OBJECTIVES**

- 6.1 The proposals set out in the report link to the Council's Improvement objective.

## **7. RISK MANAGEMENT**

- 7.1 The risk of any potential disruption to the Council's decision-making processes would be minimised through the adoption of the proposed phased implementation of the proposals rather than a 'big bang' approach.

## **8. CUSTOMER IMPLICATIONS**

- 8.1 The use of the Modern.gov computer software package enables the efficient and rapid electronic transmission of Committee agenda, reports and minutes to Members, the press and the Council's website for access by the public.

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

- 9.1 An Equality Impact Assessment has been undertaken with regard to the further roll-out of the Modern.gov/paperless project which is appended to the report. The assessment has been based on the limited data available in relation to the access needs of elected Members. In the circumstances it is suggested that the introduction of a paperless environment is incremental and that whilst Members will be able to opt out of receiving paper copies, that there is still an ability for Members to receive Council documentation in alternative formats when required. There will always be a need for the Council to balance the sustainability and efficiency issues against the access requirements of individual Members.

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

- 10.1 This proposal will deliver incremental savings as referred to in section 4. of the report and thereby greater value for money with regard to the Council's decision-making processes.

## **11. OTHER IMPLICATIONS**

Procurement Issues – None
Personnel Implications – None
Governance/Performance Management – Referred to in the body of the report
Community Safety including Section 17 of Crime and Disorder Act 1998 – None

Policy – The proposals would represent a change in policy as referred to in the body of the report
Environmental – None

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

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

## 13. **WARDS AFFECTED**

All Wards

## 14. **APPENDICES**

Appendix 1 Equality Impact Assessment

## 15. **BACKGROUND PAPERS**

None

## **CONTACT OFFICER**

Name: Karen Firth  
E Mail: k.firth@bromsgrove.gov.uk  
Tel: (01527) 881625

# Equality Impact Assessment Completion Form

1. **What is the name of the service, policy, procedure or project to be assessed?**

Modern.gov/paperless project

2. **Briefly describe the aim of the service, policy, procedure or project. What needs or duties is it designed to meet?**

Modern.gov is an electronic committee administration system used by the Council's committee staff to produce all committee agenda, reports and minutes with a direct link to the Council's website. The system provides email alerts to Members, officers etc as soon as committee documents are published with direct electronic links to such documents. The paperless project seeks to reduce the number of paper copies of documents produced and distributed/posted to Members through use of electronic access to documents.

3. **List your customers/stakeholders**

Elected Members }  
 Independent Members of Committees } for the further roll-out of this project  
 Officers }  
 Public }

4. **How do you know who they are?**

Outcome of Local Elections  
 Council appointments

5. **Do any of your customers/ stakeholders come from the following Equality Groups?**

Equality Group	Yes	No	Further Evidence Needed
Race / Minority Ethnic Groups			√
Disability	√		
Gender ( Male/ Female )	√		
Gender Re-assignment (Trans-sexual)			√
Marital Status	√		
Sexual Orientation			√
Religion/ Belief			√

Age	√		
Income group	√		
Rural/Urban mix	√		
None of these			

**6. What activities have you undertaken to establish the information to answer questions 4 and 5?**

Drawn from certain personal information supplied and observation

**Who have you consulted and what methods have you used?**

None

**7. Is there evidence that any groups are being treated unfairly, directly or indirectly?**

Equality Group	Yes	No	Further Evidence Needed
Race / Minority Ethnic Groups			√
Disability	√		
Gender ( Male/ Female )		√	
Gender Re-assignment (Trans-sexual)		√	
Marital Status		√	
Sexual Orientation		√	
Religion/ Belief		√	
Age	√		
Income group		√	
Rural/Urban mix		√	
None of these			

**8. Please detail the information you have gathered to support the answers to question 7.**

Equality Group	Evidence gathered
Race / Minority Ethnic Groups	
Disability	Individual access needs when using a computer may not always be met depending on that need. However, individual needs would have to be assessed and extra equipment and/ or software be provided. Disabled people with mobility impairments might find it more onerous to come to the Council House to collect papers.
Gender ( Male/ Female )	
Gender Re-assignment (Trans-sexual)	
Marital Status	
Sexual Orientation	
Religion/ Belief	
Age	For some people in older age groups, there may be a lack of confidence which reduces the benefits of accessing ICT equipment, however, this could be improved over time with training.and support from Council officers.
Income group	Extra travelling costs will be incurred by Members if they have to come to the Council House specifically to collect their post
Rural/Urban mix	It will be more time-consuming and costly for a Member who lives in an outlying rural area to come to collect their post than those who live closer to the Council House
None of these	

**9. Is there any justification for any unfairness identified in question 7 - for example, disproportionate cost? Describe the supporting evidence.**

The information available in relation to the needs of members is very limited and it is evident that some members have made a specific request for paper copies of Council material. It is not evident why members have made specific requests although the Council is committed and recognises the need to provide documents in a variety of formats.

**10. If you have identified any area of unfairness that cannot be justified, how will you eliminate or minimize this?**

The use of computers and electronic access to Committee/Council documents must be encouraged to enable the Council to make efficiency savings and to comply with the e government agenda. It is however acknowledged that there is a need to provide documents in a variety of formats and that this will need to be financed where necessary.

**11. The results of your research and any justifications must be easily available to the public. When, where and how will you publish this information?**

The Equality Impact Assessment will be published alongside all other such Assessments on the Council's intranet.

**12. In support of the Inclusive Equalities Scheme, you are required to regularly monitor all policies and services for fairness. What plans do you have to monitor this particular service, policy, procedure or project?**

This project will be kept under constant review and if necessary a further report will be submitted to the Cabinet. All members are invited to submit comments in relation to the programme for rolling out the paperless environment to Karen Firth

**13. Your findings now need to be managed through your Departmental 3 Year Rolling Equality Action Plan. Please complete the final section of this form.**

Action Required	By Whom	By When	Signed when completed	Priority	How has this Promoted Equality?
Continue to provide Members with papers copies of committee documents for those on which they serve rather than withdrawing this provision	Karen Firth	October 2009			
Allow Members to opt out of electronic communication for other Council documents	Karen Firth	October 2009			

Allow Members option of retaining twice weekly postal delivery rather than total withdrawal of service	Karen Firth	January 2010			
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**Equality Impact Assessment undertaken by ( Signed )**

**Full name (in capitals please) KAREN FIRTH**

**Position in the council .....Committee Group Leader**

**Date ...July 2009**

**When you have completed this form, please retain a copy and give a copy to your Equalities Champion, so that they can report to the Head of Service and the Equality Officer in Legal, Equalities and Democratic Services.**

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## BROMSGROVE DISTRICT COUNCIL

### CABINET

02 SEPTEMBER 2009

#### JUNE (QUARTER 1) INTEGRATED FINANCE & PERFORMANCE REPORT

Responsible Portfolio Holder	Councillor Roger Hollingworth Leader of the Council Councillor Geoff Denaro Cabinet Member for Finance
Responsible Head of Service	Hugh Bennett Assistant Chief Executive Jayne Pickering, Head of Financial Services

#### 1. SUMMARY

To report to Cabinet on the Council's performance and financial position at 30<sup>th</sup> June 2009.

#### 2. RECOMMENDATIONS

- 2.1 That Cabinet notes that 61% of PI's for which data is available are Improving or Stable.
- 2.2 That Cabinet notes that 61% of PI's for which data is available are achieving their Year to Date target.
- 2.3 That Cabinet notes that 89% of PI's for which data is available are predicted to meet their target at year end.
- 2.4 That Cabinet notes the successes and areas for potential concern as set out in the 'Council Summary' below.
- 2.5 That Cabinet note the current financial position on Revenue and Capital as detailed in the report.
- 2.6 That Cabinet approves the release of £163k from earmarked reserves as set out in Appendix 6.
- 2.7 That Cabinet approves the budget virements listed in Appendix 7.

### 3. **BACKGROUND**

3.1 This is the first integrated quarterly finance and performance report for 2009/10. The Department of Communities and Local Government has recently released the final results of the Place Survey which takes place every two years. Some of these indicators are included in our corporate reporting set, results for those are included in this report. A full report on the Place Survey report is going to Performance Management Board in September.

### 4. **PROGRESS IN THE QUARTER**

4.1 An integrated performance and finance report for each department, plus a council summary, is shown on the following pages.

<b>4.1.1 Overall Council Summary</b>	<b>Quarter 1 (June 30th) 2009/10</b>
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#### **Performance Summary**

No. of PI's improving ( <b>I</b> )	13	No. of PI's meeting YTD target	21	No. of PI's where est. outturn projected to meet target	26
No. of PI's Stable ( <b>S</b> )	8	No. of PI's missing YTD target by < 10%	5	No. of PI's projected to miss target by < 10%	
No. of PI's worsening ( <b>W</b> )	13	No. of PI's missing YTD target by >10%	2	No. of PI's projected to miss target by >10%	4

#### **Achievements**

Performance at the Customer Service Centre continues to be maintained at high levels, above target.

The Council has achieved Level 3 during the Equality Peer Assessment.

Further development of the shared services between Redditch and Bromsgrove has included the delivery of the elections and community safety services across both Councils.

#### **Issues**

Overall the percentage of PI's meeting their target at the end of the quarter is low at 59%. It is too early to tell whether this is a trend or a temporary setback, overall performance needs to be monitored during quarter2 to identify whether any further remedial actions are necessary.

Sickness absence continues to be an area of concern, with the position worsening in June.

## Revenue Budget summary – Overall Council

Service Head	Revised Budget 2009/10 £'000	Profiled Budget April-June £'000	Actual spend April-June £'000	Variance to date April-June £'000
Corporate Services	791	127	126	-1
E-Government & Customer Services	61	646	644	-2
Financial Services	1,525	289	296	7
Legal, Equalities & Democratic Services	955	581	573	-8
Human Resources & Organisational Development	0	146	153	7
Planning & Environment Services	4,964	550	544	-6
Street Scene & Community	8437	1110	1020	-90
<b>SERVICE TOTAL</b>	<b>16,733</b>	<b>3449</b>	<b>3356</b>	<b>-93</b>
Interest on Investments	-150	-45	-21	24
<b>COUNCIL SUMMARY</b>	<b>16,583</b>	<b>3,404</b>	<b>3,335</b>	<b>-69</b>

### Financial Commentary

The current underspend relates mainly to the concessionary fares scheme whereby a number of operators have not reclaimed the value of fares back in the first quarter as originally anticipated. In addition external funding has been received for a number of projects which will be reviewed and reprofiled over the year to ensure funding matches commitment, to deliver the services to residents.

Officers are currently working with our advisors to maximise the return available on investments during 2009/10.

## Capital Budget summary April-June 2009

Department	Revised Budget 2009/10 £'000	Actual spend April-June £'000	Variance to date April-June £'000
Corporate Services	75	14	61
E-Government & Customer Services	185	37	148
Financial Services	6	2	4
Legal, Equality & Democratic Services	86	0	86
Planning & Environment (inc Housing)	2,406	305	2,101
Street Scene and Community	1,372	108	1,264
Budget for Support Services Recharges	133	0	133
<b>TOTAL</b>	<b>4,263</b>	<b>466</b>	<b>3,797</b>

### Financial Commentary

The Capital Programme is to be profiled for the next quarter report to provide the year to date variance rather than the balance remaining for the year.

- The District Wide Sports programme is about to commence, the Contractors have been appointed and the work has been programmed.
- The project to renovate the toilets in the town centre has now been completed and has come in within budget.
- Expenditure on Disabled Facilities and Discretionary Grants is traditionally lower in the first quarter as the new year's financial programme is approved and implemented. The DFG process is currently under review to identify service improvements.
- The second phase of the Spatial Project is nearing completion, the majority of the budget has been utilised.
- Building works at the Dolphin Centre are now complete, with the new fitness suite open to the public.

**Performance Summary**

No. of PI's improving (I)	8	No. of PI's meeting YTD target	11	No. of PI's where est. outturn projected to meet target	17
No. of PI's Stable (S)	1	No. of PI's missing YTD target by < 10%	5	No. of PI's projected to miss target by < 10%	1
No. of PI's worsening (W)	11	No. of PI's missing YTD target by >10%	3	No. of PI's projected to miss target by >10%	1

**Achievements**

The successful opening of the new fitness suite at the Dolphin Centre that has attracted over 500 members and the success of the free swimming scheme for over 60's.

High levels of usage with in the sports development teams programme and the highest NI8 score in Worcestershire for adult participation in sport.

Strong performance in all areas of crime reduction that BDC monitors from a community safety perspective Inc total crime figures for the district.

High 5 Event in sanders park that was attended by over 4500 residents to sample and participate in a variety of sporting and positive activities for young people.

The commencement in post of the new walks for health co-ordinators for the district.

The band stand programme has commenced and although the weather has not been kind the attendances have been strong and ahead of target.

Successful introduction of chargeable garden waste collection.

Commencement of work on Battlefield Brook within Sanders Park.

Completion of sponsorship contracts for traffic islands and vehicles.

Recruitment of joint Climate Change Manager (for Redditch/Bromsgrove).

Commencement of joint abandoned vehicles removal contract (Redditch/Bromsgrove/Wyre Forest)

**Issues**

Due to a delay in the confirmation of external funding the number of diversionary activities and attendances has dropped, this will be addressed by the re profiling of the activities over the summer period now the funding is confirmed.

Dolphin centre usage is slightly lower than expected following the need to run several pool lifeguard courses for new staff, this resulted in the lose of programme time for party booking. However usage is expected to exceed target based on the strength of the fitness suite membership sales and the success of the free swimming scheme for over 60's.

## Revenue Budget summary – Street Scene & Community

Service Head	Revised Budget 2009/10 £'000	Profiled Budget April-June £'000	Actual spend April-June £'000	Variance to date April-June £'000
Community Safety	722	166	148	-18
Parks & Recreation	690	71	51	-20
Promotions	351	71	90	19
Sports Centres	912	216	231	15
Sports Development	178	34	17	-17
Streets & Grounds	2498	321	323	2
Car Parks	-758	-145	-135	10
Depot Misc	-86	221	181	-41
SS&C Mgt/admin	69	112	121	9
Transport & Waste	3368	-80	-92	-12
Travel Concessions	493	123	80	-43
Waste Policy	0	0	5	5
<b>TOTAL</b>	<b>8,437</b>	<b>1,110</b>	<b>1,020</b>	<b>-90</b>

### Financial Commentary

- The under spend for Community Safety relates to a delay in drawing down the funds for the new shared service. There is an expected increase in equipment maintenance costs for the CCTV system following the capital decisions around the service and the implications of shared services. These extra costs will be offset by an expected increase in income relating to the monitoring of additional cameras and reduced staffing following a service review earlier this year.
- Projected overspend on Promotions relates to ongoing costs of the Museum, the closure of the TIC service and the need to purchase events supplies for the summer period in bulk.
- Sports Centres projected overspend relates additional maintenance requirements that have been identified as part of the service review in order to deliver to the business case income targets.
- Haybridge Sports Centre costs relates to the surrender of our interest in the site and the payment of the final dual use costs in relation to maintenance etc.
- Sports Development projected under spend relates to the receipt external funding for Sports Development projects (free swimming) that will be deployed through out the year, this cost will be profiled in future reports.
- Refuse, streets and grounds are on target with fluctuations due to profiling of the service

budgets and will be addressed in due course.

- The under spend on travel concessions is due to timing delays on the reimbursement of bus operators.
- There has been a steady increase in the number of car park tickets sold. However, refunds of £23k for the Dolphin Centre Car Park usage have been higher than anticipated.

**Street Scene & Community**

**Quarter 1 (June 30<sup>th</sup>) 2009/10**

**Capital Budget summary April-June 09/10**

<b>Department</b>	<b>Revised Budget 2009/10 £'000</b>	<b>Actual spend April-June £'000</b>	<b>Variance to date April-June £'000</b>
<b>Cemeteries</b>	20	0	20
<b>Community Safety</b>	54	0	54
<b>Parks, Play areas &amp; Open Spaces</b>	797	5	792
<b>Leisure Centres</b>	16	0	16
<b>Culture and Community General</b>	95	5	90
<b>Replacement Vehicles</b>	375	98	277
<b>Site works</b>	15	0	15
<b>TOTAL</b>	<b>1,372</b>	<b>108</b>	<b>1,264</b>

**Financial Commentary**

- Dolphin Centre – Building works are complete, with only the retention now payable; which is due in 12 months, in line with the contract.
- Barnsley Hall Park new pitches- Procurement of the project is about to commence. Works are planned to start in the final quarter of 2009/10.
- District Wide Sports – There are a number of elements to this scheme, including the enhancements of Alvechurch Lions, Braces Lane and Meadowpark. Procurement is due to commence in August 2009, the works have been programmed and the contractors appointed.
- Sanders Park Multi Use Games Facility- This project has been completed and is now open for public use.
- The Arts Centre – final payments are due to be paid for roof works within this financial year, due to the ongoing issues with leaks.

**4.1.3 Planning & Environment Services****Quarter 1 (June 30<sup>th</sup>) 2009/10****Performance Summary**

No. of PI's improving <b>(I)</b>	4	No. of PI's meeting YTD target	4	No. of PI's where est. outturn projected to meet target	4
No. of PI's Stable <b>(S)</b>	2	No. of PI's missing YTD target by < 10%	2	No. of PI's projected to miss target by < 10%	1
No. of PI's worsening <b>(W)</b>	2	No. of PI's missing YTD target by >10%	2	No. of PI's projected to miss target by >10%	

**Achievements**

- Officers heavily involved in RSS Examination in Public including general attendance, meetings with County Council, other LPA's, briefings for Leader and MP Julie Kirkbride, culminating in representation at the Inquiry on 23 rd June
- High Street market continues to grow and ahead of income target
- Commenced review of Housing SLA
- Hosted Planning Committee training event for Members as well as providing general planning training for Parish Councils within the Hillside ward
- Development Control performance for the quarter was:  
Majors – 0% ( no major applications determined)  
Minors - 70%  
Others – 85%

**Issues**

- General sickness absence within Department is above target. Although no general pattern it has impacted on service delivery.
- Income from Building Control and Land charges below target due to economic down turn. Development Control income on target at present.



## Revenue Budget summary – Planning & Environment

Service Head	Revised Budget 2009/10 £'000	Profiled Budget April-June £'000	Actual spend April-June £'000	Variance to date April-June £'000
<b>Building Control</b>	-26	-35	-2	33
<b>Development Control</b>	1,007	22	-20	-42
<b>Environmental Health</b>	1,065	155	144	-11
<b>Licensing</b>	-17	-8	-2	6
<b>Planning Administration</b>	25	47	67	20
<b>Strategic Housing</b>	2,160	196	189	-6
<b>Strategic Planning</b>	603	129	112	-17
<b>Economic Development</b>	119	31	35	4
<b>Retail Market</b>	28	13	21	9
<b>TOTAL</b>	<b>4,964</b>	<b>550</b>	<b>544</b>	<b>-6</b>

### Financial Commentary

- There is an underspend on Development control due a number of vacancies some of which have now been filled.
- Overspends in relation to planning administration and Building Control is due to the shortfall on income generated for land charges and Building Control fees due to the current economic climate and the provision of the service by private companies.
- The overspend within the retail market is due to a temporary need to hire a vehicle to assist with the transportation of the stalls from storage to the town centre, the hire of this vehicle has now ceased. There has also been a need to hire agency staff to assist with the setup of stalls within the town centre.

<b>Planning &amp; Environment Services</b>	<b>Quarter 1 (June 30<sup>th</sup>) 2009/10</b>
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### Capital Budget summary April-June 2009/10

<b>Department</b>	<b>Revised Budget 2009/10 £'000</b>	<b>Actual spend April-June £'000</b>	<b>Variance to date April-June £'000</b>
<b>Strategic Housing</b>	2,075	195	1,880
<b>Town Centre</b>	331	110	221
<b>TOTAL</b>	<b>2,406</b>	<b>305</b>	<b>2,101</b>

#### Financial Commentary

- Works on the Town Centre are developing well with the majority of the New Toilets budget being spent, and the new facility being set to open at the start of August.
- Houndsfield lane – Funding is held in readiness to meet the potential requirement to provide match funding towards refurbishment and extension of the Council's Gypsy and Traveller site at Hollywood upon its proposed transfer to an RSL. A bid has been submitted to the Homes and Communities Agency by Rooftop Housing with whom the Council is in negotiation. Potential spend against the capital budget will be re-assessed when the outcome of the bid submission is known and negotiations are further progressed.
- DFG and discretionary grants-Spend in the first quarter is traditionally lower as the new financial year's programme is implemented and new adaptation requests approved. Performance is closely monitored and the whole DFG process is currently under review to identify service improvements both 'in house' and through the work of the NW Care and Repair Service who carry out DFG works to private dwellings in the District.

**Performance Summary**

No. of PI's improving (I)	3	No. of PI's meeting YTD target	3	No. of PI's where est. outturn projected to meet target	3
No. of PI's Stable (S)		No. of PI's missing YTD target by < 10%		No. of PI's projected to miss target by < 10%	
No. of PI's worsening (W)		No. of PI's missing YTD target by >10%		No. of PI's projected to miss target by >10%	

**Achievements****Customer Service Centre**

- Performance is being maintained with all indicators being met or exceeded
- Testing and training of staff has been undertaken through out June to facilitate the go live of One Serve (new CRM system) at the beginning of July
- Smartpoint dashboard for spatial part II and configuration testing has been completed in the test system with favourable results.
- Initial meeting held with Q'matic customer management system to discuss the upgrade to a new version as part of a pilot with the supplier to develop a new system.
- Planning migration to the CSC is progressing well. Successes include a redesign of the layout in the CSC to accommodate Planning Services, Customer Information Pack developed by Planning and draft operational plans for how Planning will function when it is transferred to the CSC
- CSC now manage and staff the main Reception area at the Council House to provide consistent customer service.
- 

**Information Communication Technology**

- Procurement of the elections shared service hardware has been completed. The project is progressing well.
- The Revenues Academy system has been upgraded to release 52.
- The move of the Disaster Recovery equipment from Wildwood to Redditch BC has been completed.
- Two more PC's have been installed at the CSC to enable customers to self serve.
- Continue to develop the ICT support required for Councillors to move to paperless meetings.
- Approval for the Government Connect Code of Connection has been achieved.

**Information Management**

- Paper files continue to be reviewed for destruction. Files retained now have a 'shelf life' ; the destruction date is specified on the front cover. A detailed file list is being compiled and will make the files accessible
- The paper clearout continues in Financial Services. A considerable amount of paper records have been correctly disposed of.
- The paper clear out is more complex in Legal services as each individual file needs to be assessed but it is progressing.
- Data Protection training delivered to the Customer Service Centre in May. Future Data Protection sessions are planned at Community and Street Scene
- A copyright statement has been drafted and is now on the website.

- A clear desk policy has been drafted and approved as part of the Government Connect Code of Connection.

#### Issues

Some issues of long term sickness in the department but these are being managed in conjunction with HR.

### Revenue Budget summary – E-Government & Customer Services

Service Head	Revised Budget 2009/10 £'000	Profiled Budget April-June £'000	Actual spend April-June £'000	Variance to date April-June £'000
<b>E-Government</b>	0	540	548	8
<b>Customer Service Centre</b>	61	106	96	-10
<b>TOTAL</b>	<b>61</b>	<b>646</b>	<b>644</b>	<b>-2</b>

#### Financial Commentary

- The underspend within the Customer service centre is mainly related to a number of vacancies within the department.
- It is expected that there will be a small overspend within E-Government by the end of the year on the telephone and software budgets.

<b>E-Government &amp; Customer Services</b>	<b>Quarter 1 (June 30<sup>th</sup>) 2009/10</b>
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### Capital Budget summary April-June 2009/10

Department	Revised Budget 2009/10 £'000	Actual spend April-June £'000	Variance to date April-June £'000
<b>E-Government</b>	185	37	148
<b>TOTAL</b>	<b>185</b>	<b>37</b>	<b>148</b>

#### Financial Commentary

- The second phase of the Spatial Project is nearing completion, with the majority of the budget being utilised.
- Other schemes have seen delays at a higher level, with joint and partnership working playing a key factor in the development of projects such as Increased Bandwidth for Internet Link and the Government Connect Scheme.

**4.1.5 Financial Services****Quarter 1 (June30th) 2009/10****Performance Summary**

No. of PI's improving <b>(I)</b>	1	No. of PI's meeting YTD target	3	No. of PI's where est. outturn projected to meet target	5
No. of PI's Stable <b>(S)</b>		No. of PI's missing YTD target by < 10%	1	No. of PI's projected to miss target by < 10%	
No. of PI's worsening <b>(W)</b>	2	No. of PI's missing YTD target by >10%	1	No. of PI's projected to miss target by >10%	

**Achievements**

- Closedown and approval of the Statement of Accounts b the Audit Board within the statutory deadline
- Inclusion of the commitments in the quarter 1 monitoring report
- Continuation of the VRA pilot in Benefits is showing improvements in processing times
- Creation of a Corporate Fraud Team to address Council wide allegations of fraud
- Delivery of joint arrangement with Worcester City to provide management support for Internal Audit
- Delivery of savings through improved procurement of insurance with a joint contract across the County
- Business Rate Bills reissued due to changes in Government legislation
- Payment of invoices within 10 days highest % in the County
- Single Person Discount review undertaken

**Issues**

- Lack of clarification from the DWP as to the future viability and support of the VRA system. Potential for funding required from Council if DWP do not continue to financially support system
- Concerns over level of debt in relation to NDR bills. Full analysis underway to identify debtors and to arrange payment plans with them.

## Revenue Budget summary – Financial Services

Service Head	Revised Budget 2009/10 £'000	Profiled Budget April-June £'000	Actual spend April-June £'000	Variance to date April-June £'000
Central Overheads	120	30	31	1
Accountancy	12	140	163	23
Internal Audit	0	22	28	6
Grants & Donations	89	39	38	-1
Revenues & Benefits	1,304	58	36	-22
<b>TOTAL</b>	<b>1,525</b>	<b>289</b>	<b>296</b>	<b>7</b>

### Financial Commentary

The overspend within the accountancy section is mainly related to Treasury Management Advisory costs that the Council receive. This is offset with the underspend within revenues and benefits which is related to the collection of Housing Benefit Overpayments.

It is expected that there may be some additional costs for agency staff that will be required within the revenues and benefits section, due to an expectation that there will be a larger amount of benefit and fraud claims in the current economic climate.

Financial Services	Quarter 1 (June 30 <sup>th</sup> ) 2009/10
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## Capital Budget summary April-June 2009/10

Department	Revised Budget 2009/10 £'000	Actual spend April-June £'000	Variance to date April-June £'000
Finance	6	2	4
<b>TOTAL</b>	<b>6</b>	<b>2</b>	<b>4</b>

### Financial Commentary

- Work is continuing on the final stages of POPS with the development of commitment accounting.

<b>4.1.6 Corporate Services Department</b>	<b>Quarter 1 (June 30<sup>th</sup>) 2009/10</b>
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### Performance Summary

No. of PI's improving (I)	3	No. of PI's meeting YTD target	1#	No. of PI's where est. outturn projected to meet target	1#
No. of PI's Stable (S)		No. of PI's missing YTD target by < 10%		No. of PI's projected to miss target by < 10%	
No. of PI's worsening (W)		No. of PI's missing YTD target by >10%		No. of PI's projected to miss target by >10%	

# note:- two of the indicators for this department do not have outturn targets. These are complaints received and compliments received.

### Achievements

- Quarters three and four of 2008/2009 were difficult for the Corporate Communications, Policy and Performance Team, due to two members of staff leaving and long term sick within the team. The Team is now at full establishment and as a result the vast majority of projects are on target (the two exceptions being the decision to close down the budget jury and the need for the Local Neighbourhood Partnership business case).
- Communications in quarter 1 focused on production of Together Bromsgrove, which has now been successfully published (the Team are looking into how to improve distribution, as part of the 2010/2011 budget round). The communications part of the team has also been very active on the co-mingling project and supporting the various shared services projects (communications being key to customer satisfaction and good project delivery). More recently, communications has been involved in preparing "Bromsgrove Bites Back" and preparing for the introduction of the community transport scheme (BURT).
- The performance part of team has focused on producing the Council's annual report. This has involved a significant level of work this year, due to the changeover from BVPIs to the new National Indicators (NIs). The external auditors are currently on site testing the accuracy of our data. The other key project with regard to performance has been the production of the Place Survey, a major plank of the new CAA regime. This has now been published. The results are mixed for the Council and will be reported to September PMB.
- The Improvement Plan continues to be reported each month, the business plans were published on the Intranet, the format revised for 2010/11 and DMT away dates programmed in for the start of the 2010/11 service business planning round.
- The Local Strategic Partnership is now chaired by the Leader of the Council and the Community Strategy is now going through its three year review. The updated Strategy should come to November Full Council, but it may have to slip a month to December, due to a delay in recruiting into a vacancy in the team.
- The Customer First Board is now chaired by the Portfolio Holder, the Customer Access Strategy was agreed by Cabinet in quarter 1 and customer first part 3 training for staff commenced.
- Project support continues to be provided by the Team through the Programme Board and through a lean systems pilot on housing DFGs.
- The Community Transport scheme is on target for 07 September launch.

- The Assistant Chief Executive also took over responsibility for the secretariat in quarter 1 and the post room. The secretariat continues to provide a high level of support to Members and senior officers. There have been a number of historic problems with the post room operation. A project team was established in quarter 1, which has met every three weeks to support the post room staff on changing procedures and moving to a new post collection service.

#### Issues

A member of staff is on long term sick. Temporary staff cover has been contracted in. Although the member of staff is now on half pay, the cost of the contracted in cover is not funded. This means that money will have to be found from elsewhere in the budget, which in turns means that various planned activities will be cut back. Overall, costs should be contained within budget.

#### Revenue Budget summary – Corporate Services Department

Service Head	Revised Budget 2009/10 £'000	Profiled Budget April-June £'000	Actual spend April-June £'000	Variance to date April-June £'000
Policy & Performance	90	148	149	1
Corporate Management	686	-25	-25	-0
Corporate Projects	15	4	2	-2
<b>TOTAL</b>	<b>791</b>	<b>127</b>	<b>126</b>	<b>-1</b>

#### Financial Commentary

No major variances have arisen in the first quarter of 2009/10 within Corporate Services. A number of savings were incorporated into the corporate services budget for 09/10 as part of the medium term financial plan. Whilst not all the savings are yet being achieved they are offset by savings elsewhere in the department.

The corporate projects section includes expenditure and income on the "TRUNK" project. Expenditure will continue throughout the year to get the centre up and running. Contributions have been made by Worcestershire County Council, West Mercia Police, BDHT among others, as well as Bromsgrove Council to aid this project.



**Capital Budget Summary April-June 2008**

<b>Department</b>	<b>Revised Budget 2009/10 £'000</b>	<b>Actual spend April-June £'000</b>	<b>Variance to date April-June £'000</b>
<b>Corporate</b>	75	14	61
<b>TOTAL</b>	<b>75</b>	<b>14</b>	<b>61</b>

**Financial Commentary**

- The new Community transport, wheelchair adapted minibus has been bought and is expected to come in under budget. A second hand vehicle was purchased, in order to achieve the best value for money.

<b>4.1.7 Legal, Equalities &amp; Democratic Services</b>	<b>Quarter 1 (June 30<sup>th</sup>) 2009/10</b>
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### Performance Summary

No. of PI's improving (I)	1	No. of PI's meeting YTD target	1	No. of PI's where est. outturn projected to meet target	1
No. of PI's Stable (S)		No. of PI's missing YTD target by < 10%		No. of PI's projected to miss target by < 10%	
No. of PI's worsening (W)		No. of PI's missing YTD target by >10%		No. of PI's projected to miss target by >10%	

### Achievements

- Delivery of the County and European elections
- Staffing structure recruited to the new joint elections service between Bromsgrove and Redditch
- Preparation of the service level agreement for the new joint service being undertaken
- Legal support given to Serco Business case and covering report to ensure accuracy of information included
- Support from Equality and Diversity officer for the specification of the new high dependency toilet block in the Town Centre
- Peer assessment report received to include the achievement of Level 3 for the Council. Initial development of an action plan to address recommendations has been discussed at CMT.
- Planning training delivered to members

### Issues

- Number of issues raised by polling station staff to be addressed as part of the joint working arrangements and review of future elections.

### Revenue Budget summary – Legal, Equalities & Democratic Services

Service Head	Revised Budget 2009/10 £'000	Profiled Budget April-June £'000	Actual spend April-June £'000	Variance to date April-June £'000
Committee & Member Services	899	119	108	-11
Elections & Registration	167	33	23	-10
Facilities Management	-110	315	317	2
Legal Services	0	114	125	11
<b>TOTAL</b>	<b>955</b>	<b>581</b>	<b>573</b>	<b>-8</b>

### Financial Commentary

- There are no other major variances that have arisen in the first quarter of 2009/10 within the service.

### Capital Budget Summary April-June 2008

<b>Department</b>	<b>Revised Budget 2009/10 £'000</b>	<b>Actual spend April-June £'000</b>	<b>Variance to date April-June £'000</b>
<b>Facilities Management</b>	86	0	86
<b>TOTAL</b>	<b>86</b>	<b>0</b>	<b>86</b>

#### Financial Commentary

- To date the spend on Capital schemes is nil, which is mainly due to schemes still being in the planning and discussion stages.
- Remedial Works at the Council House have been put on hold pending a more up to date position on the Council's future and the facilities it delivers.

<b>4.1.8 Human Resources &amp; Organisational Development (HR &amp; OD)</b>	<b>Quarter 1 (June 30th) 2008/09</b>
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### Performance Summary

No. of PI's improving (I)		No. of PI's meeting YTD target		No. of PI's where est. outturn projected to meet target	
No. of PI's Stable (S)		No. of PI's missing YTD target by < 10%		No. of PI's projected to miss target by < 10%	
No. of PI's worsening (W)	1	No. of PI's missing YTD target by >10%	1	No. of PI's projected to miss target by >10%	1

### Achievements

- Support to staff during the 12 week JE implementation period.
- Development of the JE appeals process following discussions with Unions.
- Supported the shared service development to ensure all staff within the newly created joint services were involved in the process.

### Issues

- Additional resources required to ensure the shared service and JE timetable can continue with all staff being supported.

### Revenue Budget summary – HR & OD

Service Head	Revised Budget 2009/10 £'000	Profiled Budget April-June £'000	Actual spend April-June £'000	Variance to date April-June £'000
Human Resources & Organisational Development	0	146	153	7
<b>TOTAL</b>	<b>0</b>	<b>146</b>	<b>153</b>	<b>7</b>

### Financial Commentary:

- No major variances have arisen in the first quarter of 2009/10 within the service, however, there is and will be continued spend on Single status.

## **4.2 Sundry Debtors**

4.2.1 Sundry Debt is raised by the Council to ensure effective recovery of debts owing. The outstanding balance at 30/06/09 was £460k which includes:-

- £43k of car parking fines
- £22k lifeline debts
- £49k rents/ hire charges
- £14k building regulations
- £150k trade waste and cesspool emptying
- £82k Developer contributions
- £28k Housing schemes
- £11k Cemeteries
- £7k Sponsorship
- £10k Dolphin Centre Membership

The age of the debt is represented as follows:

Under 30 days (not yet due) £372k  
Up to 1 month £19k  
1 – 2 months £14k  
3 – 6 months £14k  
Over 6 months £41k

Debts over 90 days are currently under review and recovery by the legal team.

## **5.0 TREASURY MANAGEMENT**

The Council's Treasury Management Strategy has been developed in accordance with the Prudential Code for Capital Finance prudential indicators and is used to manage risks arising from financial instruments. Additionally treasury management practices are followed on a day to day basis.

### **5.1 Credit Risk**

Credit risk arises from deposits with banks and financial institutions, as well as credit exposures to the Council's customers. Credit risk is minimised by use of a specified list of investment counterparty criteria and by limiting the amount invested with each institution. The Council receives credit rating details from its Treasury Management advisers on a daily basis and any counterparty falling below the criteria is removed from the list.

The Council has not had and does not expect any default losses by any of its counterparties in relation to investments.

Due to market conditions the Council has reduced its credit risk for all new investments by only investing in the highest rated instruments and has shortened the allowable length of investments in order to reduce risk.

The credit criteria in respect of financial assets managed in-house by the Council are as follows:

<b>Financial Asset Category</b>	<b>Criteria (Fitch ratings)</b>	<b>Maximum Investment</b>
Deposits with banks	Short Term: F1+/F1 Support: 1,2,3 Long Term: minimum 'AA-' /A	£3million/£2million
Deposits with building societies	Short Term: F1+/F1 Support: 1,2,3 Long Term: minimum 'AA-' /A	£3million/£2million
Deposits with Debt Management Account – Deposit Facility (DMADF)		£no upper limit *

Fitch Ratings is an international credit rating agency (one of three nationally recognised rating agencies alongside Moody's and Standard & Poor's). Fitch Rating's long-term credit ratings are set up along a scale from 'AAA' to 'D' where 'AAA' designates the best quality companies, reliable and stable through to 'D' where the company has defaulted on obligations and Fitch believes that it will generally default on all or most of its obligations. Fitch's short term ratings indicate the potential level of default within a 12 month period. F1+ is the best quality grade, indicating exceptionally strong capacity of obligor to meet its financial commitment

At 30 June 2009 short term investments comprise:

	31 March 09 £	30 June 09 £
Deposits with Banks/Building Societies	8,425	10,900
Deposits with Debt Management Office (DMADF)*	5,500	1,500
<b>Total</b>	<b>13,925</b>	<b>12,400</b>

\* Investments with the DMADF are guaranteed by HM Treasury. Following advice from the Council's treasury advisors, from a credit perspective no upper limit was imposed on investments with the DMADF.

## 5.2 Income from investments

An investment income target of £150k was set for 2009/10 as part of the medium term financial plan using a projected return rate of 1.5 – 1.75 %. Since that time bank base rates have dropped to 0.5% with little expectation of any upward increase in rates in the near future.

In the first quarter of 2009/10 the Council received income from investments of £21k. In order to maximise available returns within our risk criteria the Council is currently working with our treasury advisors with the view to placing a proportion of our investments in bonds issued by Multilateral Development Banks. These bonds meet the Government's criteria for specified investments (i.e. offering high security and high liquidity)

## 6.0 EFFICIENCY SAVINGS

As part of the budget round for 2009/10 a number of efficiency savings were approved. These challenging targets were allocated across all services as detailed in Appendix 5. To date the efficiency savings total £85k for 2009/10.

## 7.0 REVENUE BALANCES AND EARMARKED RESERVES

### 7.1 Revenue Balances

The revenue balances brought forward at 1 April 2009 were £1.792m . The original budget requirement for use of balances in 2009/10 was £0.172k. The medium term financial plan approved the use of up to £198k of revenue balances to fund costs associated with restructure. To date £124k has been used. It is anticipated that revenue balances will equate to £1.547m at 31 March 2010.

### 7.2 Earmarked Reserves

The Council maintains a number of reserves which have been set up to earmark resources for future spending plans. The funding to be utilised from these reserves equates to £232k. Cabinet approval is requested for £163k in relation to any expenditure over £50k. Details are shown in Appendix 6.

## 8.0 CAPITAL RECEIPTS

The Capital Programme was approved by Members in January 2009, the effect of the level of Capital Spend to 2011/12 on capital receipts is estimated below:

Capital Programme	2009/10 £'000	2010/11 £'000	2011/12 £'000
Balance b/fwd	6,256	2,598	2,053
Actual funding to date	-187		

(April – June)			
Estimated use for the remainder of the year	-2,964	-1,788	-1,337
Budget Virement between years *	-1,143	1,143	
Received in year	100	100	100
Use of Replacement Reserve	536		
Balance c/fwd	2,598	2,053	1,016

\* Proposed approval of budget virement between years to allow for the purchase of vehicles and bins for co-mingled recycling collection.

The figures in the above table include general capital receipts for the funding of projects throughout the District. In addition, an estimate of capital receipts has been made of £100k per annum in relation to any sales of assets that the Council may make during each year within the Programme.

A review of the underspend on capital in 2008/09 on the Medium Term Financial Plan will be undertaken during the next quarter to identify the reduction in borrowing due to the increase in receipts now available during the period.

**9. FINANCIAL IMPLICATIONS**

Covered in the report

**10. LEGAL IMPLICATIONS**

None

**11. COUNCIL OBJECTIVES**

**12. RISK MANAGEMENT**

Covered in the report.

**13. CUSTOMER IMPLICATIONS**

**14. EQUALITIES AND DIVERSITY IMPLICATIONS**



## 15. OTHER IMPLICATIONS

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

## 16. 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

## APPENDICES

- Appendix 1 Performance Summary for April - June 2009
- Appendix 2 Detail Performance report for April - June 2009
- Appendix 3 Detailed figures to support the performance report

Appendix 4	How did we do? (Performance Details) for April – June 2009
Appendix 5	Efficiency Savings 2009/10
Appendix 6	Current Position (April – June) on Earmarked Reserves
Appendix 7	Virements for approval by Cabinet

## **CONTACT OFFICERS**

Hugh Bennett, Assistant Chief Executive  
Jayne Pickering, Head of Financial services  
Debbie Randall Accountancy Services Manager  
John Outhwaite, Senior Policy & Performance Officer

APPENDIX 1

SUMMARY - Period 1 (April) 2009/10								
Monthly (April) performance					Estimated Outturn			
	No.	%age <sup>3</sup>		No.	%age <sup>3</sup>		No.	%age <sup>3</sup>
Improving or stable.	14	52%	On target	13	50%	On target	30	97%
Declining	13	48%	Missing target by less than 10%	8	31%	Missing target by less than 10%	0	0%
No data	7		Missing target by more than 10%	5	19%	Missing target by more than 10%	1	3%
			No data <sup>2</sup>	8		No data <sup>2</sup>	3	
<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>34</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>34</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>34</b>	

SUMMARY - Period 2 (May) 2009/10								
Monthly (May) performance					Estimated Outturn			
	No.	%age <sup>3</sup>		No.	%age <sup>3</sup>		No.	%age <sup>3</sup>
Improving or stable.	22	81%	On target	19	73%	On target	24	92%
Declining	5	19%	Missing target by less than 10%	6	23%	Missing target by less than 10%	1	4%
No data			Missing target by more than 10%	1	4%	Missing target by more than 10%	1	4%
			No data <sup>2</sup>			No data <sup>2</sup>		
<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>27</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>26</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>26</b>	

SUMMARY - Period 3/Quarter1 (June) 2009/10								
Monthly/Quarterly (June/Q1) performance					Estimated Outturn			
	No.	%age <sup>3</sup>		No.	%age <sup>3</sup>		No.	%age <sup>3</sup>
Improving or stable.	23	61%	On target	23	61%	On target	31	89%
Declining	15	39%	Missing target by less than 10%	8	21%	Missing target by less than 10%	2	6%
No data	7		Missing target by more than 10%	7	18%	Missing target by more than 10%	2	6%
			No data <sup>2</sup>	7		No data <sup>2</sup>	10	
<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>45</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>45</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>45</b>	

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Performance Indicators Period 03/Quarter 1 (June) 2009/10

Ref	Description	Report -	Cum or	2008/09										2009/10			Comments
				Actuals	April Target	April Actual	Target	May Target	May Actual	Target	June Target	June Actual	Target	Target	Est. Outturn	Est	
<b>Street Scene &amp; Community</b>																	
NI 191	Residual Household waste per household (KG)	M	C	586.26	48.61	52.56	W	98.62	100.66	I	147.74	151.16	W	593.00	596.42	W	Still no trade waste tonnages therefore result is expected to improve slightly once these have been received.
NI 192	Percentage of household waste re-used, recycled and composted	M	C	43.25	32.07	39.30	I	31.90	40.77	I	33.75	41.26	I	30.00	39.30	S	Still no trade waste tonnages therefore result is expected to improve slightly once these have been received. The uptake of the garden waste collection service has exceeded initial expectations therefore this is reflecting in a higher level of composting
LPI Depot	Number of missed household waste collections	M	C	1,136	95	129	W	190	252	I	285	379	W	1,140	1,359	W	Missed bins have been higher in recent months than target. In the past we have rarely investigated these complaints, simply responded to them and arranged a further collection. Due to the increasing numbers we have commenced a process of investigation in order to fully understand the issue. Crews are being monitored and managers tasked with reducing the numbers back to target levels. Numbers are higher than normal but still only 0.08% of properties are reporting a missed collection.
LPI Depot	Number of missed recycle waste collections	M	C	281	20	18	I	40	24	I	60	44	W	240	204	W	20 missed recycling collections = 4 x 36,000 = 0.01%
NWBCU5	Total Crime	M	C	New	459	459	S	934	862	I	1,393	1,281	W	5,588	5,490	I	112 crimes within target, combined efforts between police and Bromsgrove CDRP will continue in hot spot areas and operations will be put in place to tackle key crime types.
NWBCU1	The number of domestic burglaries	M	C	438	32	35	W	65	47	I	97	80	W	389	372	I	Bromsgrove has experienced its monthly average volume of domestic burglaries. These have occurred in areas such as Hagley, Rubery and Wythall. This suggests cross border offenders from Birmingham. A prolific offender was released in June with known offending habits for domestic burglary, This person has since been arrested, and we are waiting to see if this is reflected in July's figures.
NWBCU2	The number of violent crimes	M	C	973	76	81	W	165	165	S	250	237	I	922	909	I	Violent Crime is at its lowest this year. They continue to be low level assaults which are related to domestic feuds.

Ref	Description	Report -	Cum or	2008/09									2009/10			Comments	
				Actuals	April Target	April Actual	Target	May Target	May Actual	Target	June Target	June Actual	Target	Target	Est. Outturn		Est.
NWBCU3	The number of robberies	M	C	61	5	4	I	10	8	S	14	11	I	58	55	I	June had only 3 robberies in Bromsgrove District related to young people. This is still on target.
NWBCU4	The number of vehicle crimes	M	C	744	58	59	W	115	95	I	172	160	W	690	678	I	Vehicle Crime is off target during June but still remains within its cumulative target. There has been an increase in thefts from motor vehicles in June but not related to any specific geographical patterns. Offences were clustered together on selected evenings. A recent arrest was made in Cofton Hackett with two males from London who were using a device which interferes with the electronic key codes which allowed them to gain entry to cars with showing any visible methods of entry
	Number of Domestic Violence incidents investigated (source CDRP)	Q	C	New	n/a	n/a	n/a				n/a	n/a	n/a	n/a	n/a	n/a	Further discussions are taking place regarding the data required for this indicator which carries a health warning from West Mercia Police regarding publication. Bromsgrove & Redditch Community Safety Manager to identify possible alternatives more reflective of National Indicators
	Percentage of DV incidents resulting in a charge (source CDRP)	Q	C	New	n/a	n/a	n/a				n/a	n/a	n/a	n/a	n/a	n/a	Further discussions are taking place regarding the data required for this indicator which carries a health warning from West Mercia Police regarding publication. Bromsgrove & Redditch Community Safety Manager to identify possible alternatives more reflective of National Indicators
LPI CS 1a	CCTV incidents reported - Crime	M	C	3,407	283	258	W	556	515	W	849	743	W	3,400	3,400		This month saw a reduction in assaults and anti social behaviour compared to last month.
LPI CS1b	CCTV incidents Initiated by CCTV	M	C	991	82	76	W	164	156	I	246	230	W	1,047	1,047		The reduction in ASB and Assaults led to a reduced number of CCTV observations.
LPI CS2	Number of locally delivered diversionary sessions	Q	C	176	16	27	S	34	39	W	57	39	W	180	180		No sessions delivered. Delays in confirmation of CSP Bikes and Boards bid so this project has been delayed. Programme of community coaching to be rolled out by SD over July and August.
LPI CS3	Numbers of users attending diversionary activities.	Q	C	617	54	35	S	121	58	W	201	58	W	670	670		No sessions delivered. Delays in confirmation of CSP Bikes and Boards bid so this project has been delayed. Programme of community coaching to be rolled out by SD over July and August.

Ref	Description	Report -	Cum or	2008/09									2009/10			Comments
				Actuals	April Target	April Actual	Target	May Target	May Actual	Target	June Target	June Actual	Target	Target	Est. Outturn	
LPI CS4	No. of hate crime incidents (activity measure)	M	S		N/A	1		N/A	3		N/A	1		n/a	n/a	Apr & May figures have been amended retrospectively to reflect all hate incidents reported. Previous figures entered represented racist incidents only. BHIP is currently undertaking a joint review with Redditch Anti Harassment Partnership (RAHP) to identify options for merging. A separate improvement programme has been planned with all reporting centres to look at training issues and opportunities for greater promotion of the scheme in partnership with participating VCS organisations.
LPI CSS	% of reported hate crime incidents requiring further action that received further action	M	S		100	100	S	100	100	S	100	100	S	100.00	100.00	Apr & May figures have been amended retrospectively to reflect all hate incidents reported. Previous figures entered represented racist incidents only. BHIP is currently undertaking a joint review with Redditch Anti Harassment Partnership (RAHP) to identify options for merging. A separate improvement programme has been planned with all reporting centres to look at training issues and opportunities for greater promotion of the scheme in partnership with participating VCS organisations.
LPI SC1	Number of attendances at arts events	M	C	20,642	75	80	I	545	575	I	3,025	5,405	I	21,261	21,261	The actual out turn attendance performance is excellent. The attendance is a combination of the outdoors events programme including the Jubilee Bandstand and High 5 event. The weather has been very good. The marketing and publicity of the events has also ensured good attendances
SC3	Dolphin Centre Usage	M	C	627,404	34,058	29,321		70346	71,055	I	105519	105,037	W	502,478	502,478	The reason for the drop is that we had an National Pool Lifeguard Qualification course on for 3 weekends, meaning that the usage for the pool was significantly down because we did not have parties on these days
SC4	Sports development usages	M	C	21,219	1,804	1,966	S	3,834	4,480	I	6,315	7,329	I	22,556	22,556	Usage above target and on target for year end.

Ref	Description	Report -	Cum or	2008/09									2009/10			Comments	
				Actuals	April Target	April Actual	Target	May Target	May Actual	Target	June Target	June Actual	Target	Target	Est. Outturn		Est.
	Town Centre Car Park Usage	M	S	n/a	n/a	127,106		n/a	129,167	I	n/a	130,092	I	n/a	n/a		Usage increasing which indicates increased footfall in the town centre, which is a positive.
	Shopmobility Centre Usage (Monthly)	M	S	n/a	150	130	S	150	136	I	150	178	I	150	150		Usage levels a bit mixed, but there were 369 members in June.
LPI LL1	Life line units in use	M	S	547	640	643	I	650	644	W	660.00	657.00	I	575	575		Installations were completed in a timely fashion insuring that monthly target was met.

M\* = in the months when available (3 times per year)

**Planning & Environment Services**

NI 157	The percentage of major planning applications determined within 13 weeks	M	C	68.80	80.00	100.00	I	80.00	100.00	S	80.00	100.00	I	80.00	80.00		No application submitted in this category this month. This is the first month in this quarter with no major applications
NI 157	The percentage of minor planning applications determined within 8 weeks	M	C	76.50	85.00	92.00	I	85.00	88.80	W	85.00	84.00	I	85.00	85.00		Three applications went over time – two applications for retirement apartments at Sand hills Green were called to Committee. Chicago pizza went over as a result of late neighbour notification.
NI 157	The percentage of other planning applications determined within 8 weeks	M	C	89.50	90.00	89.00	W	90.00	94.05	I	90.00	92.00	I	90.00	90.00		Seven applications went over time. Two change of use applications (A2 – A5) were called to Committee for decision. Side extension at Overbrook House, Belbroughton went over due to need to consider impact of development on a tree in the Conservation Area.
NI 155	Number of affordable homes delivered	Q	C								20	22	I	80	74		Early indications in March 09 were that we would again exceed our target of 80 affordable homes per year. However unexpected issues with sites under construction such as land contamination delays in planning applications being submitted etc plus the uncertainty over funding from the Homes and Communities Agency have put this under threat.
NI 156	Number of households occupying temporary accommodation	Q	S								34	15	S	< 34	<34		We have maintained very low number of clients in temporary accommodation for a considerable time easily meeting the governments target of 34. We do anticipate a slight increase when the former Gateway refuge becomes available.

Page 220



Ref	Description	Report -	Cum or	2008/09									2009/10					
				Actuals	April Target	April Actual	Target	May Target	May Actual	Target	June Target	June Actual	Target	Target	Est. Outturn	Est	Comments	
LPI	Average time (weeks) from referral to completion for category 1 DFGs	Q	C									34.00	60.04	W	34			The performance figures quoted are provisional due to difficulties being experienced in accessing reports from the Uniform IT, however performance is below target as a result of two key factors: 1) A number of applications for bathroom / bedroom extensions were scheduled for the installation of pre cast modular units (PODS) but due to identified non conformity with Building Regulations, traditional build solutions have been commissioned requiring more detailed architectural and planning submissions. 2) Speed of delivery by the NW Care & Repair Service (in respect of non RSL clients) has declined and is being addressed with management. The processes within the BDC 'in house' staffed service to BDHT customers is currently being reviewed as a Lean Management pilot.
LPI	Average time (weeks) from referral to completion for category 2 DFGs	Q	C								38.00	53.00	W	38			as above	
LPI	Average time (weeks) from referral to completion for category 3 DFGs	Q	C								52.00	55.71	I	52			as above	
LPI	Percentage of DFG budget allocated to approved schemes	Q	C												100.00			as above
LPI	Percentage of DFG budget spent	Q	C												100.00			
LPI	DFG satisfaction measure	Q	S												n/a			
	Net number of new businesses in town centre (with a shop front).	Q	S												n/a			

Gov & Customer Services

CSC	Monthly Call Volumes Customer Contact Centre	M	S	n/a		8,599				6,714				7,870	n/a			Calls to the contact centre have increased by 17% compared to last month and show an overall upward trend this quarter. The increase this month is attributed to Council Tax recovery and Single Person Discount reviews undertaken during this month. Benefit contacts driven by the current economic position are also up this month contributing to increased call volumes.
CSC	Monthly Call Volume Council Switchboard	M	S	n/a		4,631				4,203				4,580	n/a			Calls to the council switchboard have also increased this month by 9% compared to last month. The increase is marginal and matches previous year trends
CSCLPI3.1	Resolution at First Point of Contact all services (percentage)	M	S	99.00	95.00	99	S	95.00	99	S	95.00	99	S	95.00	95.00			Performance is consistent with last month and in excess of target
CSCLPI3.2	% of Calls Answered	M	S	87.00	85.00	89.00	I	85.00	92.00	I	85.00	92.00	S	85.00	85.00			Performance has been maintained at same level as last month and is in excess of target
CSCLPI3.3	Average Speed of Answer (seconds)	M	S	30.00	20.00	21.00	I	20.00	16.00	I	20.00	16.00	S	20.00	20			Performance has been maintained at same level as last month and is in excess of target

Ref	Description	Report -	Cum or	2008/09										2009/10			Comments
				Actuals	April Target	April Actual	Target	May Target	May Actual	Target	June Target	June Actual	Target	Target	Est. Outturn	Est	
<b>Chief Executive's department</b>																	
LPI CCPP01	Number of complaints received (Council wide) Monthly. Source: new complaints system.	M	C	270	n/a	25	W	n/a	47	I	n/a	67	I	n/a			Green Waste complaints are starting to dwindle forming just 33 % of the complaints received, 20% of the complaints were residents unhappy with planning applications and 10% were around recycling collections
LPI CCPP02 (DM)	% of PACT meetings attended by CMT members	Q	C	80%	n/a	n/a	n/a	n/a	n/a	n/a	85.00	88.00	I	85.00	85.00		Senior management continue to provide a high level of support to PACT.
LPI CCPP03	Number of compliments received	M	C	70	n/a	4	W	n/a	6	W	n/a	10	I	n/a	n/a	n/a	Compliments received were about the professionalism of our customer service team (2), an event organised by Sports Developments and from the BBC about the helpfulness of one of our Comms Team.
LPI CCPP05	Community transport income (£)	M	C	n/a	na/	n/a	n/a	na/	n/a	n/a				n/a	n/a	n/a	Service not commenced yet, due to start in Autumn
NI 4 (BD)	% of people who feel that they can influence decisions in their locality Annual (source - Place Survey/Customer Panel survey)	A	S									24.1	n/a	n/a	24.1	n/a	Place survey result
NI6 (DM)	participation in regular volunteering Annual (source - Place survey/ Customer Panel survey)	A	S									23.5	n/a	n/a	23.5	n/a	Place survey result
NI 5 (HB) (KD)	Overall general satisfaction with the area (source - Place Survey/Customer Panel survey) (KD)	A	S									81.2	n/a	55.00	81.2	n/a	Place survey result

**Financial Services**

NI181	Time taken to process HB/CT benefit new claims or change events (days)	M	C	15.03	15.00	11.17	I	15.00	10.71	I	15.00	12.03	W	15.00		I	This processing time has increased this month / quarter. We are still within target and well on course for target this year. Staffing issues are being addressed. I expect the performance to remain static over the summer period due to holidays but we will see further improvement afterwards. We have tackled the outstanding work and have reduced the number of items outstanding. This meant a lot of the older work got processed
	Total value of HB overpayments outstanding at the start of the quarter	Q	S			N/A - quarterly			N/A - quarterly		n/a	556379.00	n/a	n/a			This is a monetary value and is for information only.
	Total value of HB overpayments identified during the quarter	Q	S			N/A - quarterly			N/A - quarterly		n/a	69494.00	n/a	n/a			This is a monetary value and is for information only.
	% of HB overpayments recovered during the quarter of the outstanding debt.	Q	S			N/A - quarterly			N/A - quarterly		15.00	£72438 / 13%	n/a	15.00	15.00		13% recovery of outstanding debt is below target. This is due partly to low recovery levels due to the current economic climate, but also because no-one has specific responsibility for overpayment recovery. The structure and roles of the Benefits team are being revised to remedy this

Ref	Description	Report -	Cum or	2008/09									2009/10			Comments		
				Actuals	April Target	April Actual	Target	May Target	May Actual	Target	June Target	June Actual	Target	Target	Est. Outturn		Est.	
	Maximum % of the outstanding HB overpayments debt written off during the quarter	Q	S			N/A - quarterly				N/A - quarterly		2.00	£852 / 0.15%	n/a	2.00	2.00		On target. Due to the accuracy of the current work, the error rate is low. However, as we dig deeper into recovery of overpayments we may find a number of "old" debts that may have to be written off.
NI 179	VFM - total net value go on-going cash releasing VFM gains since the start of 2008-09	Q	C										?		£876k			Figure is being re-calculated
	Percentage of invoices paid within 10 days of receipt	M	C	n/a	90.00	80.88	W	90.00	82.01	I	90.00	82.93	I	90.00	90.00			Performance continues to rise towards target
FP001	Percentage of invoices paid within 30 days of receipt	M	C	99.38	98.00	99.34	W	98.00	98.87	W	98.00	98.57	W	98.00	98.00			On Target

**Legal, Equalities and Democratic Services**

There are no PI's reported monthly for this department

LD LPI 1	New Equality framework (replaces equality standard above in 2009/10)	Q	S	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2	2	I	level 2	2			Having achieved Level 3 of the Equality Standard we now migrate across to Level 2 of the new Equality Framework. This gives us the status of "Achieving" and we are the only District in Worcestershire to be at this level.
NI 1	% of people who believe people from different backgrounds get on well together in their local area (source - Place survey/ Customer Panel survey)	A	S	n/a	n/a	n/a	n/a					81.6	n/a	n/a	81.6	n/a		Place Survey result
NI 3	Civic participation in the local area (source - Place survey/ Customer Panel survey)	A	S	n/a	n/a	n/a	n/a					15.6	n/a	n/a	15.6	n/a		Place Survey result
LD LPI 3	Proportion of members of the Equalities Diversity forum and Disabled Users Group satisfied with the Council	Q	S	n/a	n/a	n/a	n/a							n/a				Information not available
LD LPI 4	Number of people attending E & D events (e.g. Diwali, Black history month)	Q	S	n/a	n/a	n/a	n/a							n/a				Information not available

**Human Resources & Organisational Development**

LPI (formerly BV12)	The average number of working days lost due to sickness.	M	C	10.66	0.71	0.85	I	1.42	1.76	W	2.13	2.91	W	8.75	11.62	W		Sickness increased substantially during June, further information will be issued as normal
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2009/10 Monthly Performance figures

Ref	Description	Freq	Cum or Snap	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
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Streetscene & Community

NI 191	Residual Household waste per household	M	C	Target	48.61	50.01	49.12	49.00	49.04	49.03	48.27	50.13	54.61	49.32	45.74	50.11		
				Actual	52.56	48.10	50.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		numerator		2040.68	1867.76	1960.96												
		denominator		38828	38828	38828	38828	38828	38828	38828	38828	38828	38828	38828	38828	38828	38828	38828
NI 192	Percentage of household waste re-used, recycled and composted	M	C	Target	32.07	31.98	32.58	33.12	33.78	34.29	34.51	34.57	37.49	33.16	32.68	32.72		
				Actual	39.30	42.29	42.19											
		numerator		1321.289	1368.698	1430.866												
		denominator		3361.969	3236.478	3391.822												
NI 195	Improved street & environmental cleanliness - graffiti	M*	C	Target														
				Actual														
NI 195	Improved street & environmental cleanliness -litter	M*	C	Target														
				Actual														
NI 195	Improved street & environmental cleanliness - detritus	M*	C	Target														
				Actual														
NI 195	Improved street & environmental cleanliness - fly posting	M*	C	Target														
				Actual														
NI 196	Improved street and environmental cleanliness - fly tipping	M	C	Target														
				Actual														
LPI Depot	Number of missed household waste collections	M	C	Target	95	95	95	95	95	95	95	95	95	95	95	95		
				Actual	129	123	127											
LPI Depot	Number of missed recycle waste collections	M	C	Target	20	20	20	20	20	20	20	20	20	20	20	20		
				Actual	18	6	20											
	Total crimes	M	C	Target	459	475	459	475	475	459	475	459	475	475	429	475		
				Actual	459	409	427											
NWBCU1	The number of domestic burglaries	M	C	Target	32	33	32	33	33	32	32	33	33	33	30	33		
				Actual	35	13	33											
NWBCU2	The number of violent crimes	M	C	Target	76	85	85	82	85	79	77	71	69	70	63	76		
				Actual	81	81	75											
NWBCU3	The number of robberies	M	C	Target	5	5	5	5	5	5	5	5	5	5	4	5		
				Actual	4	4	3											
NWBCU4	The number of vehicle crimes	M	C	Target	58	59	57	59	59	57	59	57	59	59	53	59		
				Actual	59	37	65											
	Number of Domestic Violence incidents investigated (source CDRP)	Q	C	Target			n/a											
				Actual			n/a											
	%age of DV incidents resulting in a charge (source CDRP)	Q	C	Target			n/a											
				Actual			n/a											



	Town Centre Car Park Usage	M	S	Actual	127,106	129,167	130,092									
	Shopmobility Centre Usage	M	S	Target	150	150	150	150	150	150	150	150	150	150	150	150
Actual				130	136	178										
LPI LL1	Life line units in use	M	C	Target	640	650	660	670	680	690	700	710	720	730	740	750
				Actual	643	644	657									

M\* = in the months when available  
(3 times per year)

**Planning & Environment Services**

NI157	The percentage of major planning applications determined within 13 weeks	M	C	Target	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	
				Actual	100.00	100.00	n/a										
		numerator		1	2	0											
		denominator		1	2	0											
NI157	The percentage of minor planning applications determined within 8 weeks	M	C	Target	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	
				Actual	92.00	85.70	70.00										
		numerator		12	12	7											
		denominator		13	14	10											
NI157	The percentage of other planning applications determined within 8 weeks	M	C	Target	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	
				Actual	89.00	98.00	85.00										
		numerator		41	54	41											
		denominator		46	55	48											
NI 155	Number of affordable homes delivered	Q	C	Target			20			40			60			80	
				Actual			22										
NI 156	Number of households occupying temporary accommodation	Q	S	Target			< 34										
				Actual			15										
LP Housing	Average time (weeks) from referral to completion for category 1 DFGs	Q	S	Target	34	34	34	34	34	34	34	34	34	34	34	34	
				Actual													
LP Housing	Average time (weeks) from referral to completion for category 2 DFGs	Q	S	Target	38	38	38	38	38	38	38	38	38	38	38	38	
				Actual													
LP Housing	Average time (weeks) from referral to completion for category 3 DFGs	Q	S	Target	52	52	52	52	52	52	52	52	52	52	52	52	
				Actual													
LP Housing	Percentage of DFG budget allocated to approved schemes	Q	C	Target												100	
				Actual													
LP Housing	Percentage of DFG budget spent	Q	C	Target												100	
				Actual													
LP Housing	DFG satisfaction measure	Q	S	Target													
				Actual													
	Net number of new businesses in town centre (with a shop front).	Q	S	Target													
				Actual													

**E-gov & customer services**

CSC	Monthly Call Volumes Customer Contact Centre	M	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
				Actual	8,599	6,714	7,870									
CSC	Monthly Call Volume Council Switchboard	M	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
				Actual	4,631	4,203	4,580									
CSC LPI 3.	Resolution at First Point of Contact all services (percentage)	M	S	Target	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00
				Actual	99.00	99.00	99.00									
CSC LPI 3.	% of Calls Answered	M	S	Target	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00
				Actual	89.00	92.00	92.00									
CSC LPI 3.	Average Speed of Answer (seconds)	M	S	Target	20	20	20	20	20	20	20	20	20	20	20	20
				Actual	21.00	16.00	16.00									

Chief Executive's





# Customer Feedback How did we do?



- Putting the Customer first
- April to June 2009



**Bromsgrove**  
District Council

[www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk)



# Customer Feedback April to June 2009

## How did we do?

### Contents

	Page
<b>Section 1</b>	
Corporate Analysis	
Customer Feedback received	3
Complaint justification	5
Complaint response	5
<b>Section 2</b>	
Departmental Complaint Analysis	
Street Scene and Community Services Department	6 - 7
Planning and Environment Services Department	8 - 9
Finance Department	10
Chief Executives Department	11
<b>Section 3</b>	
Identified Trends and Recommended Improvement Actions	
Identified Trends	12
Recommended Improvement Actions	12

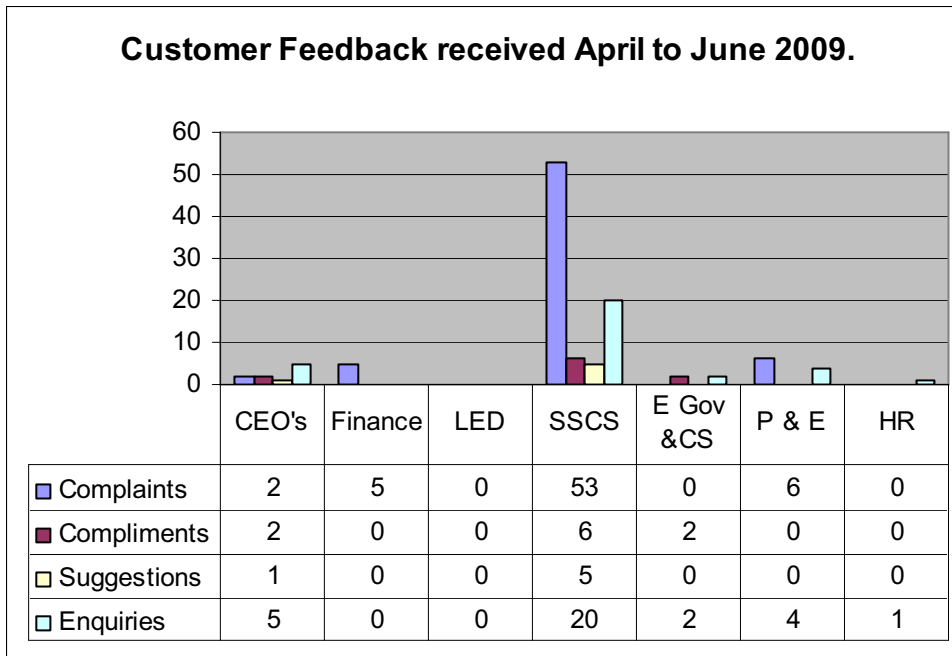
# Customer Feedback Analysis Report April to June 2009

## Section1 Corporate Analysis

This section discusses the customer feedback data recorded for the Council as a whole.

### 1.1 Customer Feedback received

Figure 1

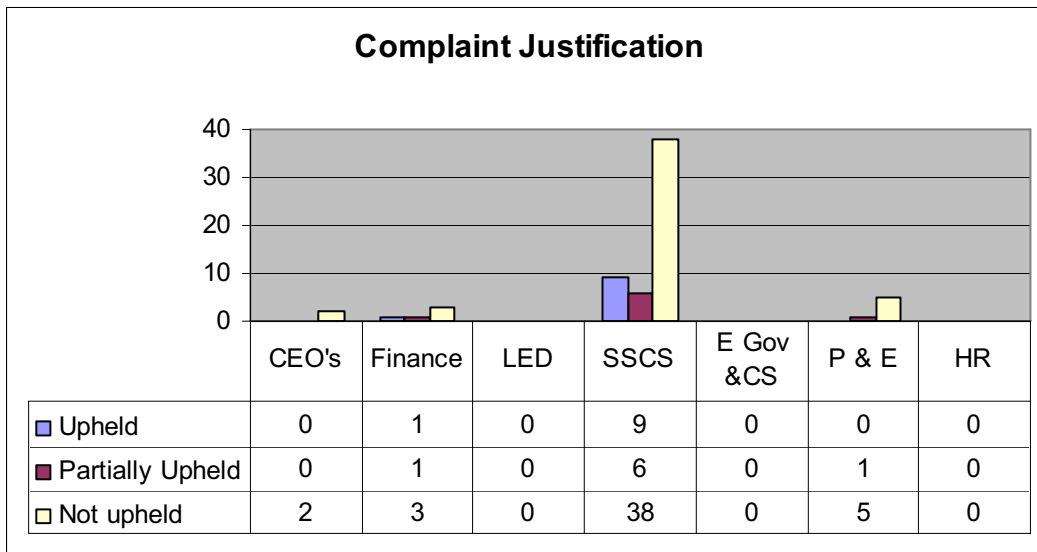


### Summary

The Council received **66** complaints in the first quarter of 2009/10, a decrease of **26%** on last quarter. The number of compliments received also increased from **3** last quarter to **10** this quarter. The compliments received were from staff pleased with service they received from Staff in the Communications, Waste, Parks and Customer Services team and events organised by Sports Development.

## 1.2 Complaint Justification

Figure 2

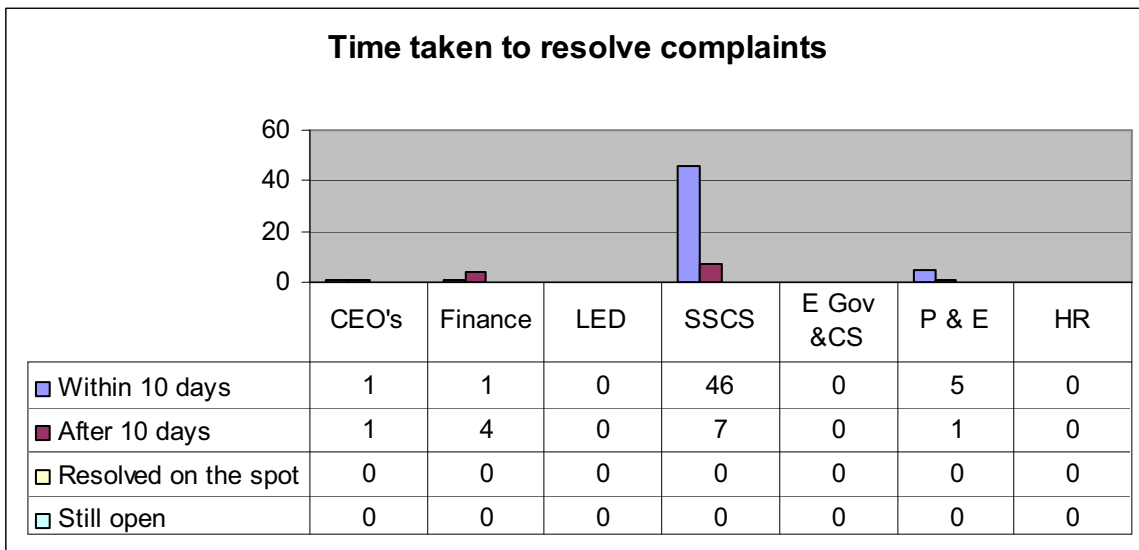


### Summary

The number of complaints received this quarter has decreased by 26%. However 72% of complaints were unjustified and were mainly caused by the public perception of the new charge for green waste and lack of understanding of council policies.

## 1.3 Complaint response

Figure 3



### Summary

Our customer standard is to provide a full response to customer complaints within 10 working days of receipt.

In this quarter we

- dealt with 79% of complaints within 10 days
- 21% were completed between 10 – 20 days.
- Customers are informed if the complaint investigation will take longer than the 10 day standard

## Section 2 Departmental Complaint Analysis

Please note that E Govt and Customer Services, Legal, Equality and Customer Services and the Human Resources Department are not included in this section as there were no complaints received for these service areas during this quarter.

### 2.1 Street Scene and Community Services Department – Complaints Received

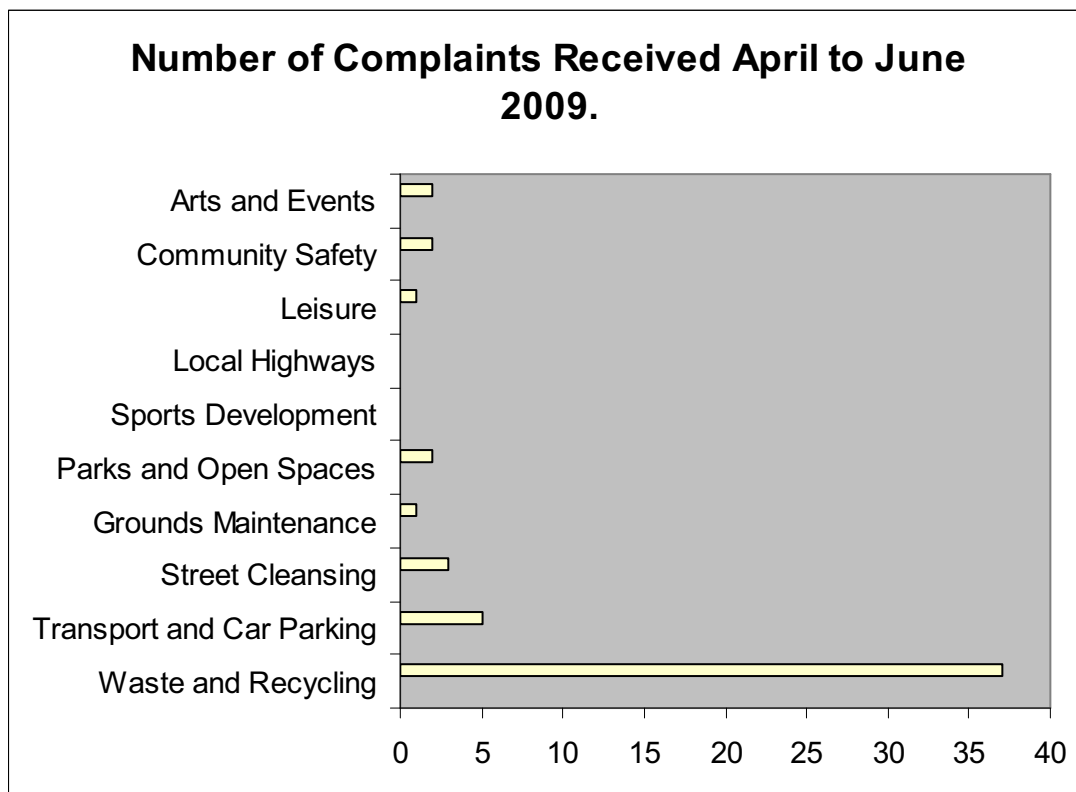


Figure 4

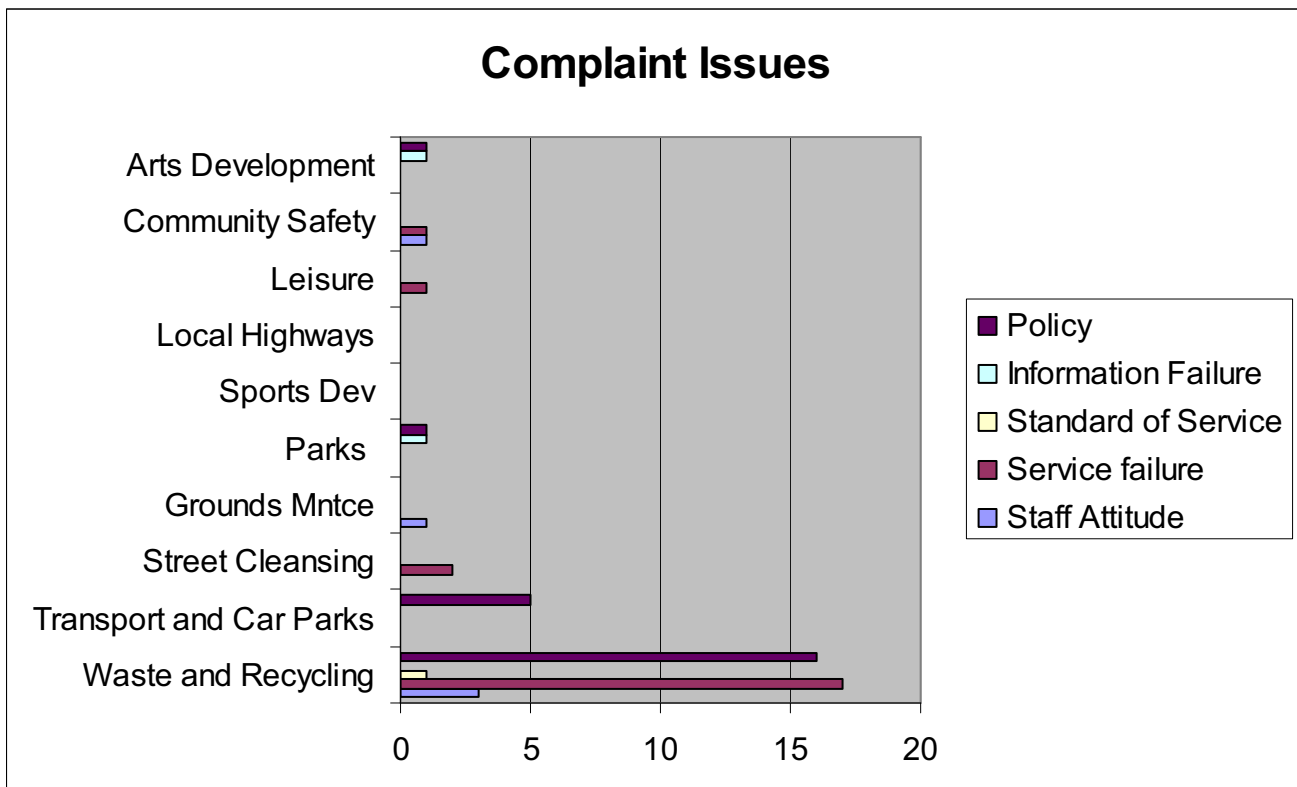
#### Summary

The Street Scene and Community Services Department received **53** complaints during this quarter which are broken down into teams as below:

Waste and Recycling	37
Transport and Car Parking	5
Street Cleansing	3
Grounds Maintenance	1
Parks and Open Spaces	2
Community Safety	2
Arts and Events	2
Leisure	1

## 2.1.1 Complaint Issues - Street Scene and Community Department

Figure 5



### Summary

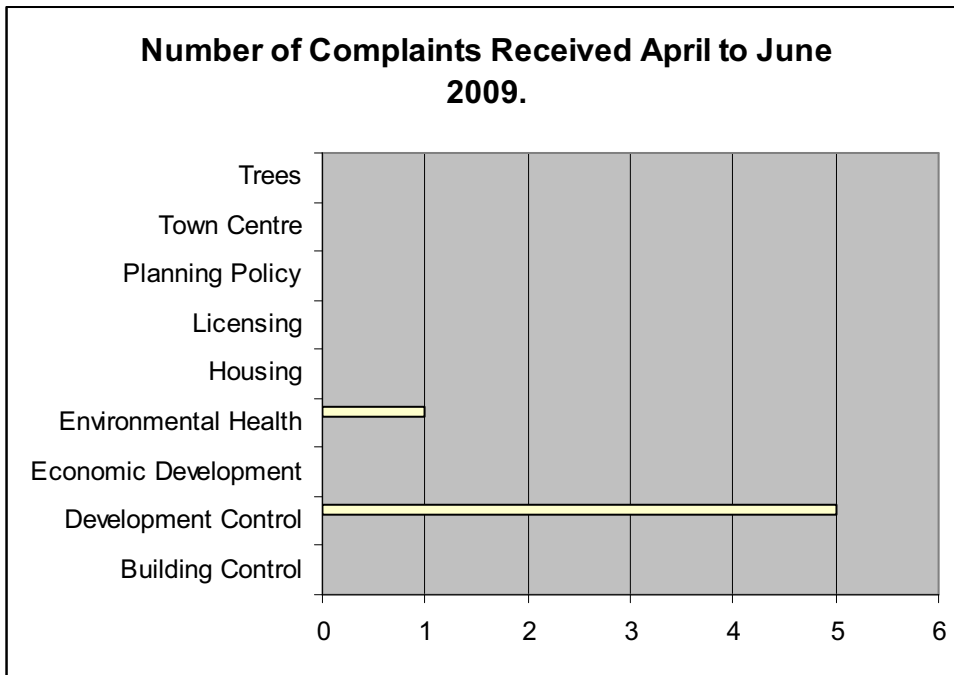
The number of complaints received for Street Scene and Waste Management has decreased by **30%** this quarter. Of the complaints received, **51%** were about green waste collections and **20%** of the complaints received after investigation were deemed either partially or fully upheld. The types of complaint are summarised below.

Complaint	Numbers	Justified
Green Waste (customers not happy with charges or the lack of information regarding this)	27	3 partially upheld 1 upheld
Missed Bins	2	1 upheld
Various Collection Problems ( leaving debris, bin not returned correctly and delay in replacement bin)	4	1 upheld
Litter	2	0
Problems with Assisted Bin Collections	2	1 upheld
Policy – Car park Charges, Cemeteries, Events	7	0
Staff Attitude (Bins, Recycling. Grounds Maintenance, Car Parking, CCTV )	5	3 upheld and 1 partially upheld
Not answering telephone - Leisure	1	0
Supplying wrong or not enough information – tourist information on Website and Allotments	2	0
Kids playing football on grass	1	0
<b>Totals</b>	<b>53</b>	<b>7 upheld 4 partially upheld</b>



## 2.2 Complaints received by Planning and Environment Services Department

Figure 6



### Summary

The Planning and Environment Services Department received **6** complaints during this quarter



## 2.2.1 Complaint Issues – Planning and Environment Services Department

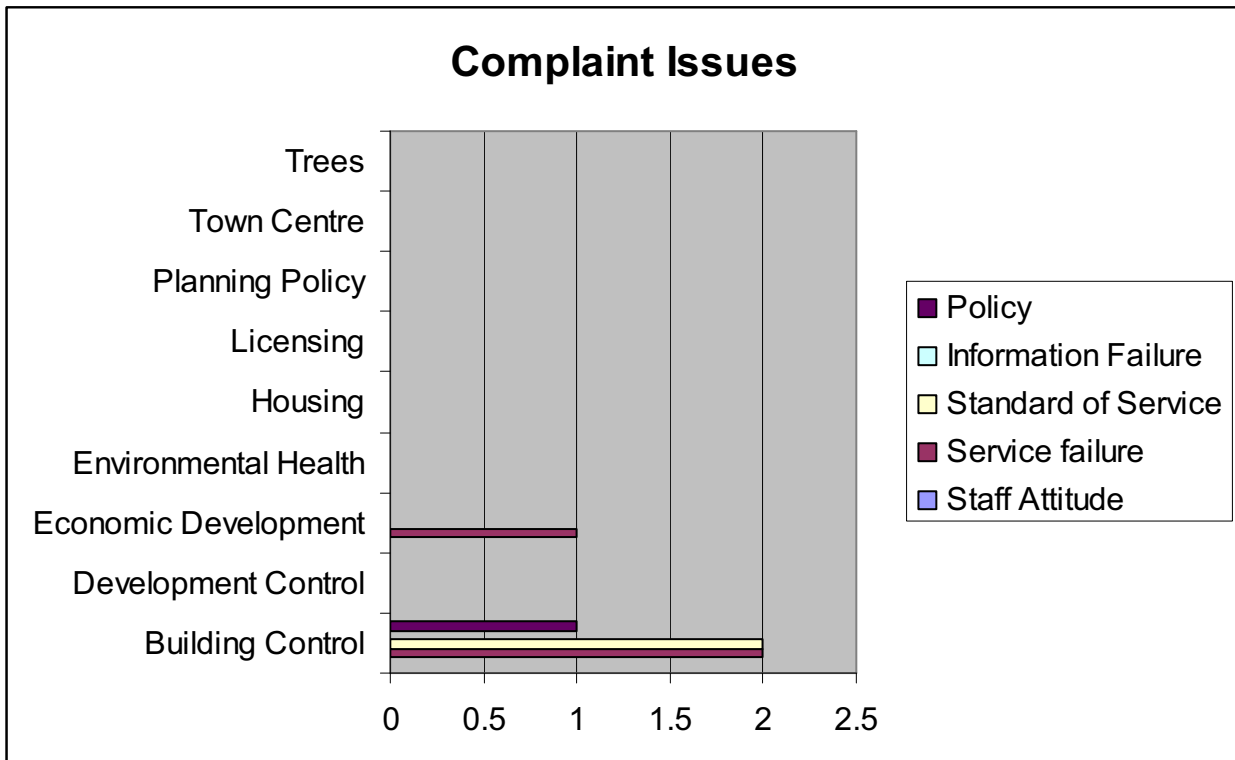


Figure 7

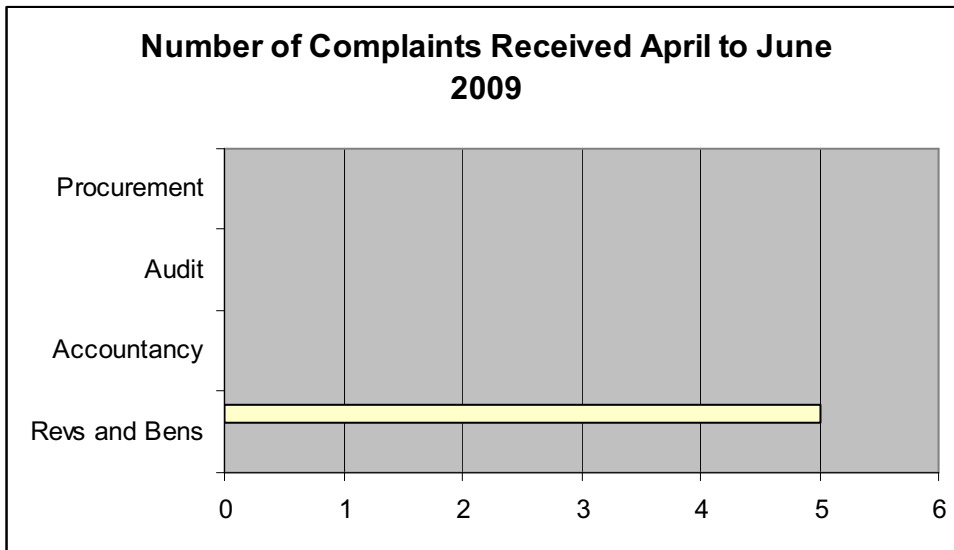
### Summary

The number of complaints for Planning and Environment Services decreased by 14% this quarter. The types of complaints are summarised below.

Complaint	Numbers	Justified
Objections/ information about planning applications/ local planning	4	0
Drainage	1	0
Staff Attitude	1	Partially upheld
<b>Totals</b>	<b>6</b>	<b>1 Partially upheld</b>

## 2.3 Complaints Received by Finance Department

Figure 8

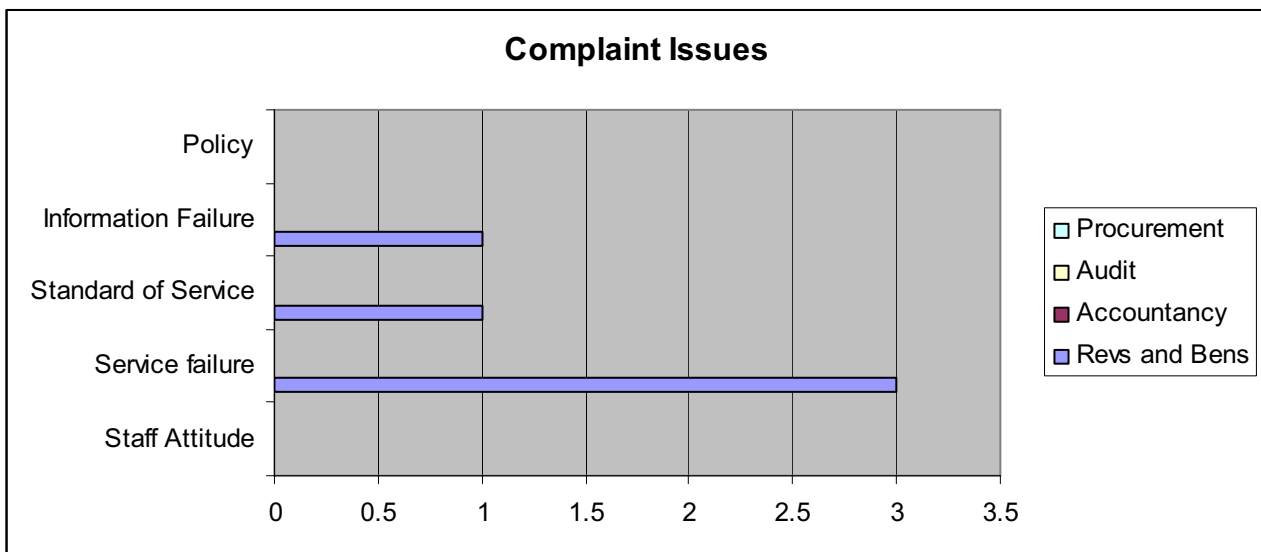


### Summary

The Finance Department received 5 complaints this quarter

### 2.3.1 Complaint Issues

Figure 9

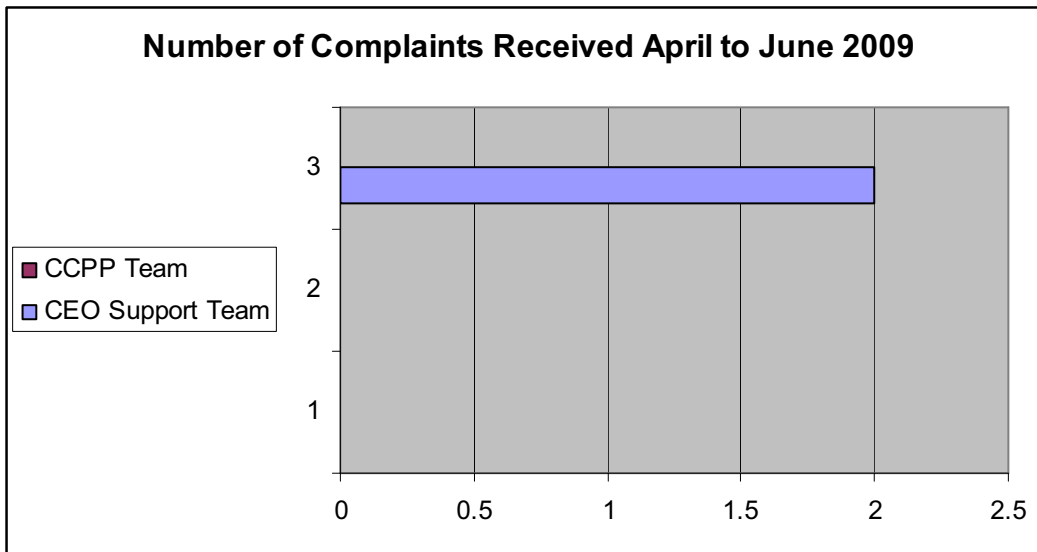


### Summary

Complaint	Numbers	Justified
Council Tax benefit	1	0
Housing benefit delay	1	0
Payments on line – Council Tax	1	Partially upheld
Personal documents lost by Council	1	Upheld
Benefits policy	1	0
<b>Totals</b>	<b>5</b>	<b>1 Upheld, 1 partially upheld</b>

## 2.4 Complaints received by Chief Executive's Department

Figure 10

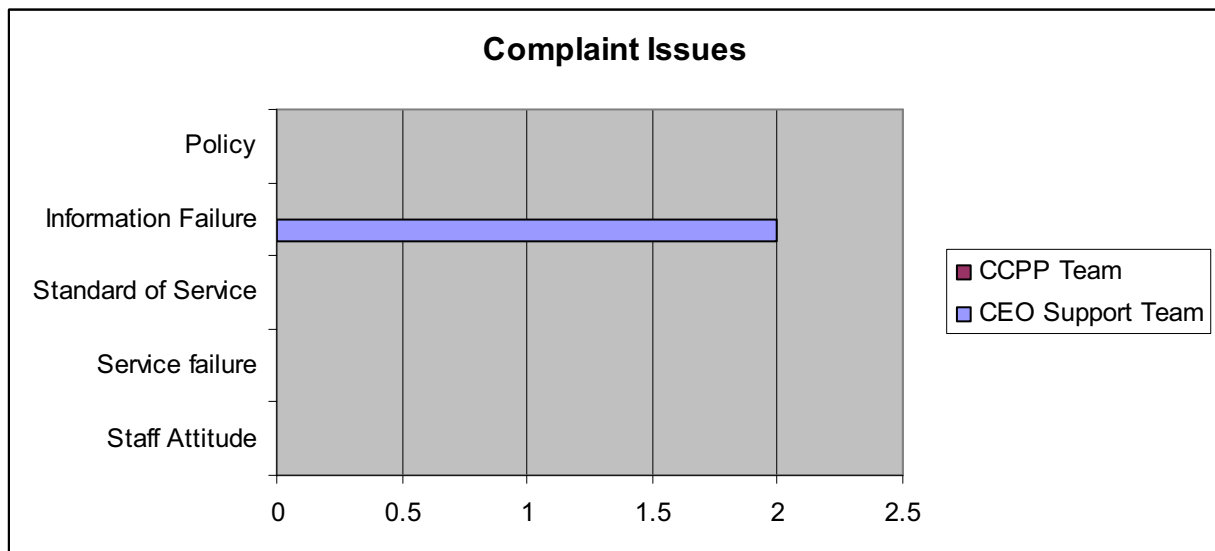


### Summary

The Chief Executives Department received 2 complaints this quarter

### 2.4.1 Complaint Issues

Figure 11



### Summary

The Chief Executives Department received 2 complaints this quarter, one was about the perceived lack of support to Bromsgrove Rovers and the other was from a persistent complainant accusing the Council of treating him unfairly and refusing to give him information whilst standing as a candidate in the County Elections. Both complaints were deemed as unjustified.

## **Section 3 Identified Trends and Recommendations for Improvement Actions**

### **3.1 Identified Trends**

The new Green Waste Charge has once again been the main cause of complaints this quarter with 40% of the total complaints received.

### **3.2 Recommendations for Improvement Actions.**

Effective communication and consultation with Customers is clearly a major factor in improving the publics' perception and understanding of Council services.

Co mingling of recycling collections is due to start this year and the Waste Policy Team working with the Communications Team held a communications focus group in May for customers, stakeholders and local press. The proposals for communicating the changes that co mingling will bring were presented and discussed. A briefing for Councillors has also been held to help them understand the changes so that they can communicate these to their constituents when required. This will also help with any negative publicity caused by a lack of understanding and information.

## **Efficiency Savings 2009-10**

Appendix 5

---

	<b>2009/10 £'000</b>
<b><u>SAVINGS IDENTIFIED</u></b>	
<b><u>Council Wide</u></b>	
Alternative methods of service delivery	133
Business process change	25
Postage review	5
Improved procurement - printing & stationery	25
	<b>188</b>
<b><u>E-Government</u></b>	
Share disaster recovery with Redditch	20
	<b>20</b>
<b><u>Planning and Environment</u></b>	
Savings from advertising	20
Additional income from licensing	75
	<b>75</b>
<b><u>Street Scene &amp; Community</u></b>	
Service reviews - Grounds Maintenance and Street Cleansing	44
	<b>44</b>
<b>Total Efficiency Savings</b>	<b>337</b>

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Earmarked Reserves

Description	B/fwd 2009/10 £'000	Used 2009/10 - Quarter 1 £'000	Total Movement in year 09/10 £'000	Current Position 2009/10 April - June £'000
Building Control Partnership Reserve	-10	0	0	-10
Unspent Plan. Del. Grant res've	-340	0	0	-340
Liveability Reserve	-21	0	0	-21
LPSA Reserve	0	0	0	0
Replacement Reserve	-536	0	0	-536
Litigation Reserve	-50	0	0	-50
Sports Partnerships Reserve	-26	7	7	-19
Area Committees	-29	0	0	-29
Local Plans Inquiry	-143	0	0	-143
Housing - Nightstop	-6	0	0	-6
Housing needs assessments and surveys	-8	0	0	-8
Council Chamber equipment	-10	0	0	-10
Town Centre Development	-35	0	0	-35
Single Status/JE	-309	163	163	-146
Shared Services Agenda incl Joint CE	-262	42	42	-220
Business Start up grants	-6	0	0	-6
Partnership Office	-25	0	0	-25
Councillor Training	-53	0	0	-53
Legal Mentoring	-8	0	0	-8
Corporate Training	-40	0	0	-40
Youth Provision Reserve	-15	0	0	-15
Activity Referral Scheme	-12	0	0	-12
Town centre Market Stalls	-8	2	2	-6
Car parks relining	-18	18	18	0
Alcohol Abuse Reserve	-6	0	0	-6
	-1976	232	232	-1,744

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Is the virement for 2009/10 Only or for future years?	Virement From:			Virement To:			Reason for virement
	Account	Cost Centre	Amount £	Account	Cost Centre	Amount £	
Future Years	D42 – Seminar & Course Fees	SC01	-1,600	D43 – Training Fees	SC01	1,600	Wychavon Leisure are now managing the Dolphin Centre and as part of this the Manager feels that these budget movements will allow for greater operational flexibility.
	D49 – Misc Services	SC01	-5000	D31 – Clothing and Uniforms	SC01	5,000	
	B63 – Internal Fixtures/Fittings Maintenance		-3,252				
	B52 – Sewer/ Water Course Maintenance	SC01	-705	B02 – External Repair/ Maintenance	SC01	25,000	
	D88 – Misc Expenses D85 – General Expenses		-20,500 -543				
	B02 – External Repair Maintenance B61 – External Fixtures & Fittings Maintenance	SC01	-43,500 -18,900	B63 – Internal Fixtures & Fittings Maintenance	SC01	62,400	

	B02 – External Repair Maintenance	SC01	-5,000	B04 – Repair/maintenance	SC01	5,000	
	D49 – Misc Services	SC01	-3,957	D02 – Equipment – maintenance	SC01	3,957	
	D22 – Vending Purchase/Costs D23 – Catering	SC01	-2,500 -600	D01 – Equipment	SC01	3,100	
	D88 – Misc Expenses	SC01	-2,000	D59 – Telephones	SC01	2,000	
	D53 – Postage D06 – Materials Purchased D85 – General Expenses D49 – Misc Services	SC01	-900 -30 -2,957 -73	D51 – Printing and Stationery	SC01	3,960	
	D88 – Misc Expenses	SC01	-5,000	D55 – Computer General Costs	SC01	5,000	
	D88 – Misc Expenses	CP00	-35,000	D88 – Misc Expenses	SC01	35,000	

2009/10 Only	A01 - Salaries	SC01	-84,000	D49 – Management Fee	S01	84,000	Wychavon Leisure are currently managing the centre for the Council. This has reduced the need for senior management and support of the service and therefore the salary budget is to be vired to cover the management fee cost.
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## BROMSGROVE DISTRICT COUNCIL

### CABINET

2 SEPTEMBER 2009

### JULY (PERIOD 4) PERFORMANCE REPORTING

Responsible Portfolio Holder	Cllr Roger Hollingworth, Leader of the Council
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive
Non Key Decision	

#### 1. SUMMARY

1.1 To report to Cabinet on the Council's performance at 31 July 2009 (period 4).

#### 2. RECOMMENDATIONS

2.1 That Cabinet notes that 43% of PIs are stable or improving.

2.2 That Cabinet notes that 63% of PI's that have a target are meeting their target as at the month end and 93% are projected to meet their target at the year end.

2.3 That Cabinet notes the performance figures for July 2009 as set out in Appendix 2.

2.4 That Cabinet notes the particular areas of improvement as summarised in section 3.4.

2.5 That Cabinet notes the PI's of particular concern as set out in section 3.5.

#### 3. BACKGROUND

3.1 The full list of performance indicators due to be reported monthly is set out in **Appendix 2** where:-

On Target
Less than 10% from target
More than 10% from target
No target set

I	Performance is Improving
S	Performance is Stable
W	Performance is Worsening
N/a	No target set

3.2 Comparisons of overall performance improvements this month to last month are shown on Appendix 1.

3.3 At the beginning of the year the set of corporately reported PI's was revised to ensure they reflect current priorities and also to take account of the revised

assessment methodology that the Council will be judged on under CAA. There are a total of 101 PI's in the corporate set, 34 reported monthly, 27 quarterly and 40 annually. Many of the annually reported PI's are outcome measures.

3.4 Performance worthy of particular mention is as follows:

- Sports development usages continues to perform above target
- Speed of processing benefit claims has improved again and is now significantly better than target

3.5 Performance of potential concern is as follows:

- The fact that 57% of PI's have worsening performance is, on the face of it, of potential concern, and merits further comment. Of the 17 PI's in this category, ten are still within year to date target. Of the remaining seven, two are the CCTV PI's, where figures are low due to temporary loss of 4 days data during the month, extrapolation of the figures suggests that if the data had not been lost performance would have been stable. For another PI (NI 191 – residual waste per household) figures for trade waste are not yet available (from an external source) and it is expected that when these are taken into account this indicator will be within target. So for these thirteen PI's there is no immediate cause for concern, unless performance continues to slide in future months. The remaining four PI's are:
  - vehicle crime, on which the Police are making investigations
  - two for the Customer Service Centre – resolution at first point of contact and average speed of answer. Both of these were adversely affected by the implementation of the One Serve CRM system and are expected to recover over the coming months.
  - Sickness absence, which continues to be a cause for concern and is covered in the next paragraph

Therefore, in conclusion, apart from sickness absence there is no undue cause for concern at the moment, but the overall position needs to be re-assessed next month to see if the downward trend has halted and the apparent 'one-off' issues resolved.

Sickness absence remains persistently high and significantly worse than target. A further sickness clinic was held on 23<sup>rd</sup> July, where feedback from an external sickness absence consultant confirmed that the approaches adopted by the Council thus far are consistent with national best practice. Three further actions were agreed:

1. The trigger points at which further actions take place should be amended, following consultation with the Unions. It is proposed that an employee would hit a trigger if off for 4 days over 6 months, or had 2 absences in 6 months.
2. 4/5<sup>th</sup> tier managers to receive training in conducting Return to work interviews in September 2009.
3. An 'Absence Review Forum' has been established in Street Scene and Community in conjunction with regional and local union

representatives. This forum will monitor, discuss and seek to improve absence rates at the Depot. Results will be fed back to the Sickness Absence Clinic for possible use council-wide.

**4. FINANCIAL IMPLICATIONS**

4.1 There are no financial implications

**5. LEGAL IMPLICATIONS**

5.1 There are no legal implications.

**6. COUNCIL OBJECTIVES**

6.1 Performance reporting & management links to the Improvement objective

**7. RISK MANAGEMENT**

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

- Data quality problems
- Poor performance

7.2 These risks are being managed as follows:

- Implementation of the Data Quality Strategy
- Robust follow up on performance issues, including performance clinics

**8 CUSTOMER IMPLICATIONS**

8.1 Most of the targets are customer facing and therefore impact on customer service.

**9. EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 There are no implications for the Council's Equalities and Diversity Policies.

**10. VALUE FOR MONEY IMPLICATIONS**

10.1 Performance indicators will form part of each services VFM assessment.

**11. OTHER IMPLICATIONS**

Procurement Issues None
Personnel Issues None
Governance/Performance Management – Production of the performance report supports the aim of improving performance & performance management

Community Safety including Section 17 of Crime & Disorder Act 1988	None
Policy	None
Environmental	None

**12. OTHERS CONSULTED ON THE REPORT**

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

**13. WARDS AFFECTED**

All Wards.

**14. APPENDICES**

Appendix 1 Performance Summary for July 2009

Appendix 2 Detail Performance report for July 2009

Appendix 3 Detailed figures to support the performance report

**15. BACKGROUND PAPERS**

None

**Contact officer**

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Tel: (01527) 881602



APPENDIX 1

SUMMARY - Period 1 (April) 2009/10								
Monthly (April) performance				Estimated Outturn				
	No.	%age <sup>3</sup>		No.	%age <sup>3</sup>		%age <sup>3</sup>	
Improving or stable.	14	52%	On target	13	50%	On target	30	97%
Declining	13	48%	Missing target by less than 10%	8	31%	Missing target by less than 10%	0	0%
No data	7		Missing target by more than 10%	5	19%	Missing target by more than 10%	1	3%
			No data <sup>2</sup>	8		No data <sup>2</sup>	3	
<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>34</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>34</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>34</b>	

SUMMARY - Period 2 (May) 2009/10								
Monthly (May) performance				Estimated Outturn				
	No.	%age <sup>3</sup>		No.	%age <sup>3</sup>		%age <sup>3</sup>	
Improving or stable.	22	81%	On target	19	73%	On target	24	92%
Declining	5	19%	Missing target by less than 10%	6	23%	Missing target by less than 10%	1	4%
No data			Missing target by more than 10%	1	4%	Missing target by more than 10%	1	4%
			No data <sup>2</sup>			No data <sup>2</sup>		
<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>27</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>26</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>26</b>	

SUMMARY - Period 3/Quarter1 (June) 2009/10								
Monthly/Quarterly (June/Q1) performance				Estimated Outturn				
	No.	%age <sup>3</sup>		No.	%age <sup>3</sup>		%age <sup>3</sup>	
Improving or stable.	23	61%	On target	23	61%	On target	31	89%
Declining	15	39%	Missing target by less than 10%	8	21%	Missing target by less than 10%	2	6%
No data	7		Missing target by more than 10%	7	18%	Missing target by more than 10%	2	6%
			No data <sup>2</sup>	7		No data <sup>2</sup>	10	
<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>45</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>45</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>45</b>	

SUMMARY - Period 4 (July) 2009/10								
Monthly (July) performance				Estimated Outturn				
	No.	%age <sup>3</sup>		No.	%age <sup>3</sup>		%age <sup>3</sup>	
Improving or stable.	13	43%	On target	17	63%	On target	25	93%
Declining	17	57%	Missing target by less than 10%	5	19%	Missing target by less than 10%	1	4%
No data	4		Missing target by more than 10%	5	19%	Missing target by more than 10%	1	4%
			No data <sup>2</sup>	7		No data <sup>2</sup>	7	
<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>34</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>34</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>34</b>	

Notes

- 1 - This figure shows the total number of indicators reported in Appendix 2 for this period. This will vary as some indicators are reported monthly, some quarterly, some annually (but in different periods - depending on when they become available).
- 2 - Some of the indicators do not have all the performance elements, for instance some do not have targets because they are new indicators this year, others are activity measures (e.g. monthly call volume). These indicators will be included in the 'no data' count where comparisons cannot be made.
- 3 - The percentage figure shown is the percentage of the number of indicators for which relevant data is available this period, not the total number of indicators reported this period.

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Performance Indicators Period 04 (July) 2009/10

Ref	Description	Report - ed?	Cum or Snap?	2008/09						2009/10			
				Actuals	June Target	June Actual	Target &Trend	July Target	July Actual	Target &Trend	Target	Est. Outturn	Est. Outturn Target

Street Scene & Community

NI 191	Residual Household waste per household (KG)	M	C	586.26	147.74	151.16	W	196.74	206.22	W	593.00	593.00	I	No Trade waste tonnage April - July. With Trade accounted for score will improve to within target
NI 192	Percentage of household waste re-used, recycled and composted	M	C	43.25	33.75	41.26	I	34.71	41.08	W	30.00	31.00	W	No Trade waste tonnage April - July and incomplete recycling tonnages from recycling banks score will therefore improve slightly. Garden waste applications are still being received exceeding expectations.
LPI Depot	Number of missed household waste collections	M	C	1,136	285	379	W	380	446	I	1,140	915	I	67 Missed collections of which 32 were garden waste 5 weeks X 38,000 households = 0.03%. This is nearly 50% fewer than last month
LPI Depot	Number of missed recycle waste collections	M	C	281	60	44	W	80	62	I	240	204	I	18 missed recycling collections = 5 X 36,000 = 0.01%
NWBCU5	Total Crime	M	C	New	1,393	1,281	W	1,868	1,761	W	5,588	5,481	I	Within target and largely due to targeted patrols in known hotspot areas and times. Police and CDRP efforts will continue with planned joint operations and responding to unexpected spikes in crime types. Next month it is our intention to review the different crimes that makes up this total crime figure to enable us to highlight within this commentary which crime types are high in volume and which are low in relation to expected trends.

Page 255

Ref	Description	Report - ed?	Cum or Snap?	2008/09			2009/10			Comments				
				Actuals	June Target	June Actual	Target &Trend	July Target	July Actual		Target &Trend	Target	Est. Outturn	Est. Outturn Target
NWBCU1	The number of domestic burglaries	M	C	438	97	80	W	130	96	I	389	355	I	At the end of June a known prolific offender with domestic burglary offending habits was arrested. This offender was active in the Wythall area as he had family links with the area. Since his arrest domestic burglary has reduced by 53% in July compared to the previous month of June.
NWBCU2	The number of violent crimes	M	C	973	250	237	I	332	329	W	922	919	W	Violent Crime has increased this month and is currently at the highest level it has been year to date. Incidents continue to be related to domestic feuds which often results in complaints being withdrawn due the relationship between victim and offender. Most offences are low level common assault and not serious violent crime.
NWBCU3	The number of robberies	M	C	61	14	11	I	19	15	W	58	54	I	4 reports of robbery in July. 1 more than June but still within a monthly average and within target.
NWBCU4	The number of vehicle crimes	M	C	744	172	160	W	231	235	W	690	694	W	Vehicle crime continues to increase each month. Offences have very little geographical similarity which makes targeted patrols ineffective. The only similarity between the majority of 'theft from vehicle' offences is that there seems to be no sign of forced entry into vehicles which suggests that offenders have developed a way to interfere with central locking systems. Police are currently investigating possible theories.
LPI CS 1a	CCTV incidents reported - Crime	M	C	3,407	849	743	W	1,132	993	W	3,400	3,400	I	Due to an IT problem figures for four days in July are not included in these totals. IT department are currently retrieving the data and missing figures will be added back in due course.

Ref	Description	Report - ed?	Cum or Snap?	2008/09						2009/10				
				Actuals	June Target	June Actual	Target &Trend	July Target	July Actual	Target &Trend	Target	Est. Outturn	Est. Outturn Target	Comments
LPI CS1b	CCTV incidents Initiated by CCTV	M	C	991	246	230	W	328	292	W	1,047	1,047		As above
LPI CS4	No. of hate crime incidents (activity measure)	M	S		N/A	1		N/A	2		n/a	n/a		2 Reports received during July, both were received from BDHT, as both were BDHT tenants. Both reports were in relation to homophobia and BDHT are now the lead agency on these cases.
LPI CS5	% of reported hate crime incidents requiring further action that received further action	M	S		100	100	S	100	100	S	100.00	100.00		As above
LPI SC1	Number of attendances at arts events	M	C	20,642	3,025	5,405	I	4,035	6,245	W	21,261	21,261		The target number was 1010. The rain throughout July has impacted on the attendance at the art events programme. All the art events have taken place except one which was cancelled due to the rain. Despite the rain the art events programme has been very well received with many positive comments from members of the public. Overall the performance of the art events programme remains strong and on target for the annual out turn.
SC3	Dolphin Centre Usage	M	C	627,404	105519	105,037	W	140692	139,258	I	502,478	502,478		
SC4	Sports development usages	M	C	21,219	6,315	7,329	I	8,796	10,015	W	22,556	23,775	I	Usage levels maintained with regular attendances at walks groups, activity referral, mobility sessions, junior boars and junior netball league.
	Town Centre Car Park Usage	M	S	n/a	n/a	130,092	I	n/a	135,965	I	n/a	n/a		

Ref	Description	Report - ed?	Cum or Snap?	2008/09						2009/10				
				Actuals	June Target	June Actual	Target &Trend	July Target	July Actual	Target &Trend	Target	Est. Outturn	Est. Outturn Target	Comments
	Shopmobility Centre Usage (Monthly)	M	S	n/a	150	178	I	150	166	W	150	150		
LPI LL1	Life line units in use	M	S	547	660.00	657.00	I	670.00	682.00	I	750	750		Together Bromsgrove Article led to 8 additional New Installations

M\* = in the months when available  
( 3 times per year)

### Planning & Environment Services

NI 157	The percentage of major planning applications determined within 13 weeks	M	C	68.80	80.00	100.00	I	80.00	100.00	I	80.00	80.00		Majors; n/a National Target 60% (Local Target 80%)  For second month running no applications submitted in this category.
NI 157	The percentage of minor planning applications determined within 8 weeks	M	C	76.50	85.00	84.00	I	85.00	87.00	I	85.00	85.00		Minors; 15/16 = 94% National Target 65% (Local Target 85%) The number of applications received in this category has INCREASED in relation to last month (13 in April, 14 in May only 10 in June). Only one application went over time ; this was a function of officers continuing to pick up the work of colleagues who were off sick and trying to dovetail in their existing workload into that process.

Page 258

Ref	Description	Report - ed?	Cum or Snap?	2008/09	2009/10								
				Actuals	June Target	June Actual	Target &Trend	July Target	July Actual	Target &Trend	Target	Est. Outturn	Est. Outturn Target
NI 157	The percentage of other planning applications determined within 8 weeks	M	C	89.50	90.00	92.00	I	90.00	91.00	W	90.00	90.00	Target 80% (Local Target 90%)The number of application received in this category has increased since last month (60 in May, 48 in June). 6 applications went over time, 3 were change of use applications involving hot food uses (A1 – A3 or A5) in town centre location Chapel Street, High Street and Worcester Road. These applications were all called to committee for decision and as a consequence went over. The other three applications went overtime as a result of late neighbour notification, sickness of officers and late signing off of the decision.

**E-gov & Customer Services**

CSC	Monthly Call Volumes Customer Contact Centre	M	S	n/a		7,870			8,277		n/a		Calls to the contact centre continue to show an increase and are 5% up compared to last month. The trend matches last years profile.
CSC	Monthly Call Volume Council Switchboard	M	S	n/a		4,580			4,452		n/a		Calls to the council switchboard demonstrate a downward trend and have fallen by 3% compared to last month. Calls to the switchboard are down compared to this point last year
CSCLP13.1	Resolution at First Point of Contact all services (percentage)	M	S	99.00	95.00	99	S	95.00	93.5	W	95.00	95.00	Resolved at first point of contact is down by 6% compared to last month and reflects the introduction of the One Serve CRM system and revisions in how service enquiries are recorded. It is expected that this adverse impact will be reduced over the next few months.

Ref	Description	Report - ed?	Cum or Snap?	2008/09						2009/10			Comments	
				Actuals	June Target	June Actual	Target &Trend	July Target	July Actual	Target &Trend	Target	Est. Outturn		Est. Outturn Target
CSCLP13.2	% of Calls Answered	M	S	87.00	85.00	92.00	S	85.00	86.60	W	85.00	85.00		The percentage of calls answered has fallen this month (attributable to One Serve go live and associated longer work flow processes and user familiarisation issues)
CSCLP13.3	Average Speed of Answer (seconds)	M	S	30.00	20.00	16.00	S	20.00	29.00	W	20.00	20		Performance has been affected by the One Serve go live (see above detail) and has increased by 13 seconds compared to last month.

**Chief Executive's department**

LPI CCPP01	Number of complaints received (Council wide) Monthly. Source new complaints system.	M	C	270	n/a	67	I	n/a	79	I	n/a	n/a	n/a	The decrease in complaints received could be due to the holiday season. 4 complaints were about bins, 2 about parking tickets, and the remaining 6 related to planning objections, high street market, blue badge and council tax.
LPI CCPP03	Number of compliments received	M	C	70	n/a	10	I	n/a	15	I	n/a	n/a	n/a	Compliments received related to events organised by Sports Developments (2) the excellent service received from the Street Cleansing Team (2) and a speedy response from the Waste Team (1)
LPI CCPP05	Community transport income (£)	M	C	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a			Scheme due to start in September

**Financial Services**



Ref	Description	Report - ed?	Cum or Snap?	2008/09	2009/10									
				Actuals	June Target	June Actual	Target &Trend	July Target	July Actual	Target &Trend	Target	Est. Outturn	Est. Outturn Target	Comments
NI181	Time taken to process HB/CT benefit new claims or change events (days)	M	C	15.03	15.00	12.03	W	15.00	11.39	I	15.00	15.00		There has been a great improvement on the processing times for new claims and changes in details. The staff did overtime in June meaning a lot of the older work has now been cleared meaning we are reasonably up to date. This, along with more finely tuned VRA processes, has aided us in speeding up our processing times.
	Percentage of invoices paid within 10 days of receipt	M	C	n/a	90.00	82.93	I	90.00	83.65	I	90.00	90.00		Performance continues to rise towards target
FP001	Percentage of invoices paid within 30 days of receipt	M	C	99.38	98.00	98.57	W	98.00	98.53	W	98.00	98.00		On Target

**Legal, Equalities and Democratic Services**

There are no PI's reported monthly for this department

**Human Resources & Organisational Development**

Page 26

LPI (formerly BV12)	The average number of working days lost due to sickness.	M	C	10.66	2.13	2.91	W	2.84	4.07	W	8.75	12.20	W	Sickness has increased very slightly this month and continues to be significantly worse than target. See section 5.3 in the main report for more information.
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2009/10 Monthly Performance figures

Ref	Description	Freq	Cum or Snap	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
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Streetscene & Community

NI 191	Residual Household waste per household	M	C	Target	48.61	50.01	49.12	49.00	49.04	49.03	48.27	50.13	54.61	49.32	45.74	50.11	
				Actual	52.56	48.10	50.50	55.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		numerator		2040.68	1867.76	1960.96	2137.55										
		denominator		38828	38828	38828	38828	38828	38828	38828	38828	38828	38828	38828	38828	38828	38828
NI 192	Percentage of household waste re-used, recycled and composted	M	C	Target	32.07	31.98	32.58	33.12	33.78	34.29	34.51	34.57	37.49	33.16	32.68	32.72	
				Actual	39.30	42.29	42.19	40.33									
		numerator		1321.289	1368.698	1430.866	1444.684										
		denominator		3361.969	3236.478	3391.822	3582.234										
NI 195	Improved street & environmental cleanliness - graffiti	M*	C	Target													
				Actual													
NI 195	Improved street & environmental cleanliness -litter	M*	C	Target													
				Actual													
NI 195	Improved street & environmental cleanliness - detritus	M*	C	Target													
				Actual													
NI 195	Improved street & environmental cleanliness - fly posting	M*	C	Target													
				Actual													
NI 196	Improved street and environmental cleanliness - fly tipping	M	C	Target													
				Actual													
LPI Depot	Number of missed household waste collections	M	C	Target	95	95	95	95	95	95	95	95	95	95	95	95	
				Actual	129	123	127	67									
LPI Depot	Number of missed recycle waste collections	M	C	Target	20	20	20	20	20	20	20	20	20	20	20	20	
				Actual	18	6	20	18									
	Total crimes	M	C	Target	459	475	459	475	475	459	475	459	475	475	429	475	
				Actual	459	409	427	488									
NWDCU4	The number of domestic burglaries	M	C	Target	32	33	32	33	33	32	32	33	33	33	30	33	
				Actual													

NWBCU1	The number of domestic burglaries	M	C	Actual	35	13	33	16									
NWBCU2	The number of violent crimes	M	C	Target	76	85	85	82	85	79	77	71	69	70	63	76	
				Actual	81	81	75	93									
NWBCU3	The number of robberies	M	C	Target	5	5	5	5	5	5	5	5	5	5	4	5	
				Actual	4	4	3	4									
NWBCU4	The number of vehicle crimes	M	C	Target	58	59	57	59	59	57	59	57	59	59	53	59	
				Actual	59	37	65	77									
LPI CS 1a	CCTV incidents reported - Crime	M	C	Target	283	566	849	1,132	1,415	1,698	1,981	2,264	2,547	2,830	3,113	3,396	
				Actual	258	515	743	993									
LPI CS1b	CCTV incidents Initiated by CCTV	M	C	Target	82	164	246	328	410	492	574	656	738	820	902	984	
				Actual	76	156	230	292									
LPI CS4	No. of hate crime incidents (activity measure)	M	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
				Actual	1	3	1	2									
LPI CS5	% of reported hate crime incidents requiring further action that received further action	M	S	Target	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	
				Actual	100.00	100.00	100.00	100.00									
LPI SC1	Number of attendances at arts events	M	C	Target	75	470	3,025	1,010									
				Actual	80	495	5,405	840									
SC3	Dolphin Centre Usage	M	C	Target	34,058	35,173	35,173	35,173									
				Actual	29,123	37,336	33,982	34,221									
SC4	Sports development usages	M	C	Target	1,804	2,030	2,481	2,481	2,256	2,030	2,030	1,804	1,128	1,128	1,580	1,804	
				Actual	1,966	2,514	2,849	2,686									
	Town Centre Car Park Usage	M	S	Target			n/a	n/a									
				Actual	127,106	129,167	130,092	135,965									
	Shopmobility Centre Usage	M	S	Target	150	150	150	150	150	150	150	150	150	150	150	150	
				Actual	130	136	178	166									
LPI LL1	Life line units in use	M	C	Target	640	650	660	670	680	690	700	710	720	730	740	750	
				Actual	643	644	657	682									

M\* = in the months when available  
(3 times per year)

**Planning & Environment Services**

NI157	The percentage of major planning applications determined within 13	M	C	Target	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00
				Actual	100.00	100.00	n/a	n/a							

	applications determined within 10 weeks			numerator	1	2	0	0									
				denominator	1	2	0	0									
NI157	The percentage of minor planning applications determined within 8 weeks	M	C	Target	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	
				Actual	92.00	85.70	70.00	94.00									
		numerator		12	12	7	15										
		denominator		13	14	10	16										
NI157	The percentage of other planning applications determined within 8 weeks	M	C	Target	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	
				Actual	89.00	98.00	85.00	89.00									
		numerator		41	54	41	50										
		denominator		46	55	48	56										

#### E-gov & customer services

CSC	Monthly Call Volumes Customer Contact Centre	M	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
				Actual	8,599	6,714	7,870	8,277								
CSC	Monthly Call Volume Council Switchboard	M	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
				Actual	4,631	4,203	4,580	4,452								
CSC LPI 3.1	Resolution at First Point of Contact all services (percentage)	M	S	Target	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00
				Actual	99.00	99.00	99.00	93.50								
CSC LPI 3.2	% of Calls Answered	M	S	Target	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00
				Actual	89.00	92.00	92.00	86.60								
CSC LPI 3.3	Average Speed of Answer (seconds)	M	S	Target	20	20	20	20	20	20	20	20	20	20	20	20
				Actual	21.00	16.00	16.00	29.00								

#### Chief Executive's

LPI CCPP01 (SS)	Number of complaints received (Council wide) Monthly. Source new complaints system.	M	C	Target	n/a	n/a			n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
				Actual	25	22	20	12								
LPI CCPP03 (SS)	Number of compliments received (Council wide)	M	C	Target	n/a	n/a			n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
				Actual	4	2	4	5								
LPI CCPP05 (DM)	Community transport income (£)	M	C	Target			n/a	n/a								
				Actual	n/a	n/a	n/a	n/a								

#### Financial Services

NI 181	Time taken to process HB/CT benefit new claims or change events	M	C	Target	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	
				Actual	11.17	10.29	14.58	9.28									
		numerator		12,836	13,475	18,746	10,690										
		denominator		1,149	1,309	1,286	1,152										
	Percentage of invoices paid within 10 days of receipt	M	C	Target	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	
				Actual	80.88	83.71	84.77	85.80									
FP001	Percentage of invoices paid within 30 days of receipt	M	C	Target	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	
				Actual	99.34	98.39	97.97	98.42									

**Legal, Equalities and Democratic Services**

**Human Resources & Organisational Development**

LPI (formerly BV12)	The average number of working days lost due to sickness.	M	C	Target	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.79	0.79	0.79
				Actual	0.85	0.93	1.15	1.16								

## BROMSGROVE DISTRICT COUNCIL

### CABINET

2ND SEPTEMBER 2009

#### VALUE FOR MONEY ACTION PLAN & PROCUREMENT UPDATE

Responsible Portfolio Holder	Geoff Denaro – Portfolio Holder for Finance
Responsible Head of Service	Jayne Pickering – Head of Financial Services
Non Key Decision	

#### 1. SUMMARY

- 1.1 To report to members the action plan in respect of improving Value for Money within the Council and to update Members of the progress in procurement activities.

#### 2. RECOMMENDATION

- 2.1 Members are asked to approve the Value for Money Action Plan as attached at Appendix 1.

#### 3. BACKGROUND

- 3.1 The Use of Resources judgement in December 2008 included a separate score in relation to the VFM provided by the Council. The scoring of 2 in relation to VFM was an improvement from 2008.
- 3.2 The scoring on VFM was mainly due to the demonstration of improved financial monitoring and reporting, in particular the integration of finance and performance reports together with the focus on the Capital Programme and its subsequent revision as approved by Members in September together with the procurement activities and the linking of funding to priority services.
- 3.3 The new Use of Resources framework within the CAA assessment does not separate VFM but refers to the delivery of this across each area of the judgement:

- Managing Finances

- Governing the Business
- Managing Resources

3.4 The VFM assessment delivered as part of the CPA detailed a number of projects that had been undertaken by the Council to improve our Value for Money. In addition to these projects as were detailed in the report to this meeting in February the following actions have been undertaken to support our VFM culture:

- Approval of Joint CEO between Bromsgrove and Redditch and the initial review of the single management structure
- Renegotiation of advertising contract with TMP for planning adverts to save a potential 20%
- Renegotiated insurance contract jointly with Worcestershire Districts to save £54k on contract
- Ensuring customer consultation in the planning and design of the high dependency toilet in the town centre
- BDHT absorbing additional staff costs of implementing CBL, 25% of CBL IT system running costs and 100% of new IT Homeless Module running costs.
- Provision of support to other districts and generating income to the Council ( equality and diversity , environmental health, ICT, procurement)
- Implementing restructures to realise savings (Planning Department, front of house, Dolphin Centre)
- Full implementation of the Spatial Project – Planning Portal and Document Imaging
- Seminars with external suppliers to raise awareness of trading with the Council
- Improved financial monitoring to officers and budget holders
- Member training on procurement undertaken, specifically to raise awareness of social and environmental issues
- Officer training on achieving VFM
- Further extension of the use of Government Procurement Cards to improve efficiency of payment
- Achievement of the planned target for efficiencies in 2008/09 £80k and the highest Council across Worcestershire in securing savings over the CSR period £2.6m.
- Sale of advertising space on Council Roundabouts
- Full implementation of the Purchase Order Processing System

#### **4. VFM Action Plan**

4.1 The current VFM action plan was approved in November 2007 and has been monitored on a quarterly basis through CMT.

4.2 The majority of the actions that were included in the plan have now been implemented including significant improvements in procurement, consultation and culture change within the organisation.



- 4.3 The Audit Commission have recognised the improvements achieved by the Council in the delivery of Value for Money. However, the recommendation included in the Annual Audit and Inspection Letter stated:

*The Council should undertake routine evaluation of all projects, initiatives and partnerships to ensure that the Council's resources make the most impact and deliver the best value for money. There are a number of areas that need further focus and attention to ensure the Council is securing best value in the use of our resources.*

- 4.4 In addition it has been recommended that the Council undertake an assessment of its cost base and comparison of such with other Councils.
- 4.5 In recognition of the need to improve our delivery of VFM and to target specific areas a revised VFM action plan is included at Appendix 1.

## **5. FINANCIAL IMPLICATIONS**

- 5.1 The actions contained within the plan will be undertaken by existing resources

## **6. LEGAL IMPLICATIONS**

- 6.1 There are no legal implications.

## **7. COUNCIL OBJECTIVES**

- 7.1 The achievement of Value for Money will facilitate the Council to release resources for key priority areas

## **8. RISK MANAGEMENT**

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

- *Inability to realise efficiencies to fund priority services*
- *Poor judgement on Use Of Resources*
- *Council at risk of challenge by contractors*

- 8.1 These risks are being managed as follows:

- Inability to realise efficiencies

Risk Register: *Financial Services*

Key Objective Ref No: 8

Key Objective: *Effective VFM culture and compliant procurement best practices.*

- Poor judgement on Use Of Resources

Risk Register: *Financial Services*  
 Key Objective Ref No: 8  
 Key Objective: *Effective VFM culture and compliant procurement best practices.*

- Council at risk of challenge by contractors  
 Risk Register: *Financial Services*  
 Key Objective Ref No: 8  
 Key Objective: *Effective VFM culture and compliant procurement best practices.*

**9. CUSTOMER IMPLICATIONS**

9.1 By ensuring the Council maximises its opportunities in delivering Value for Money all of our customers will receive quality services at the best price possible and will enable the Council to realign resources into priority services

**10. EQUALITIES AND DIVERSITY IMPLICATIONS**

10.1 In considering procurement and Value for Money opportunities the Council has a number of criteria that contractors are expected to comply with to ensure access to services and engagement with the Council is available to all of our residents and customers.

**11. OTHER IMPLICATIONS**

Procurement Issues – as stated in the report
Personnel Implications - none
Governance/Performance Management – improving VFM is a key element of improving performance in the Council
Community Safety including Section 17 of Crime and Disorder Act 1998 - none
Policy - none
Environmental – environmental and sustainability issues are all included in the procurement considerations

**12. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	Yes
------------------	-----

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

**13. APPENDICES**

Appendix 1 VFM Action Plan

**14. BACKGROUND PAPERS**

None

**CONTACT OFFICER**

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## APPENDIX 1

### VALUE FOR MONEY STRATEGY – ACTION PLAN 2009/10-2010/11

Ref.	KLOE and Action required	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
<b>1.</b>	<b>The Council engages Local communities and other stakeholders in the financial planning process Action Plan</b>														
1.1	Liaise with Stakeholders , PCT, Police, BDHT to review priority areas	HB													
1.2	Undertake budget bidding process with Equality and Diversity Forum	HB													
1.3															
<b>2</b>	<b>The Council understands its costs, including whole life, transaction and unit costs, the main factors that influence these and how they link to performance</b>														
2.1	Cost base (Income and Expenditure) established by Department and linked to budget FTE levels for generation	BN													

Ref.	KLOE and Action required	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
2.2	of base line KPI's. Transactional processing and Unit cost KPI's developed by Service Area for further benchmarking analysis.	BN													
2.3	A Value for Money Dashboard to be developed	BN													
2.4	Prepare benchmark comparative information against public/ private sector organisations	BN													
2.5	Identify areas of High/Excessive Cost.	BN													
2.6	Generate proposals for productivity improvements.	BN													



Ref.	KLOE and Action required	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	Lessons Learned framework.														
<b>4</b>	<b>The Council Identifies scope for making efficiencies and is on track to achieve planned efficiencies</b>														
4.1	Monitoring of efficiencies through quarterly updates to CMT and members. NI189 reported quarterly through performance report. HOFs to design template for all staff to record savings made on contracts.	JLP													
4.3	Deliver of shared services with Redditch BC to include: <ul style="list-style-type: none"> <li>• Joint CEO</li> <li>• Single Management Team Structure</li> <li>• CCTV</li> </ul>	JLP													



Ref.	KLOE and Action required	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	<ul style="list-style-type: none"> <li>• Lifeline</li> <li>• ICT</li> </ul>														
4.2	<p>Procurement officer to meet with department management teams to raise awareness of corporate contracts and framework agreements that may realise savings.</p> <p>Specific areas of spend to be targeted and approved by CMT for inclusion in corporate contracts</p>	AH													
4.3	<p>Corporate Contracts register to be prepared to identify time limits of contracts to enable renegotiation to better price.</p>	AH													

Ref.	KLOE and Action required	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
<b>5</b>	<b>The Council seeks to improve the customer experience, quality and value for money of services through service redesign, making efficient use of IT</b>														
5.1															
5.2															
<b>6</b>	<b>The Council understands the supply market and seeks to influence and develop that market</b>														
6.1	Undertake analysis of all suppliers to detail services supplied	JLP													
6.2	Undertake supplier seminars (as previously) to discuss Council objectives with contractors to enable influence on supply market	AH													
<b>7</b>	<b>The Council evaluates different options (internal, external and jointly with partners) for procuring services and supplies</b>														
7.1	Develop procurement network across Worces & Warwickshire. Formalise agreement through WETT programme to	JLP													



Ref.	KLOE and Action required	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
<b>9</b>	<b>The Council manages its asset base to ensure that assets are fit for purpose and provide VFM</b>														
9.1	Monthly review of assets at Asset Management Group	TB													
9.2	Quarterly review of asset management PIs as included in the Asset Management Plan.	TB													
9.3	Comparison of cost base with other authorities will be an output of the VFM review being undertaken by the Improvement Manager.	TB													

## BROMSGROVE DISTRICT COUNCIL

2ND SEPTEMBER 2009

### CABINET

#### IMPROVEMENT PLAN EXCEPTION REPORT [July 2009]

Responsible Portfolio Holder	Cllr. Roger Hollingworth, Leader of the Council
Responsible Officer	Hugh Bennett Assistant Chief Executive

#### **1. SUMMARY**

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

#### **2. RECOMMENDATION**

- 2.1 That Cabinet considers and approves the revisions to the Improvement Plan Exception Report attached as Appendix 1, and the corrective action being taken.
- 2.2 That CMT notes that for the 83 actions highlighted for July within the plan 80.7% of the Improvement Plan is on target [green], 13.3% is one month behind [amber] and 0% is over one month behind [red]. 6% of actions have been reprogrammed or suspended with approval<sup>1</sup>; these include the suspension of the Budget Jury (due to shared services).
- 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 four corporate priorities and thirteen enablers identified in the Council Plan 2009/2012.
- 3.2 The Improvement Plan is designed to help monitor the detailed actions flowing from the Council Plan, which will help move the Council forward to excellent in the medium term.
- 3.3 There were 11 amber activities this month for the following areas of the Improvement Plan:-

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<sup>1</sup> NB reprogrammed actions are those that have been moved to a later point in the year. Suspended actions are those which have been suspended completely for the period covered by the Plan.

Ref.	Council Plan Balanced Scorecard Reference	Number
CP1	Town Centre	4
CP3	Sense of Community	2
FP3	Managing Resources	1
PR3	Joint CEO with Redditch Borough Council	1
PR5	Planning	1
HR & OD1	Learning & Development	2

3.4 The re-programmed and suspended actions Plan are:-

Ref.	Action	Reason
5.4.1, 5.4.2, 5.4.3, 5.4.7	Budget Jury	Suspended due to shared services
8.3.4	Community engagement impact assessment	Suspended

#### 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 four priorities as per the 2009/2012 Council Plan.

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

Corporate Risk Title	Improvement Plan Reference
KO1: Effective Financial Management and Internal Control	FP1 – Managing Finances
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	PR1 – Customer Processes
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
KO9: Equalities and diversity agenda embedded across the Authority	CP3 – Sense of Community FP4 – Managing Performance
KO10: Appropriate investment in employee development and training	HROD1 – Learning & Development HROD2 – Modernisation HROD3- Positive Employee Climate
KO11: Effective employee recruitment and retention	HROD1 – Learning & Development HROD2 – Modernisation HROD3- Positive Employee Climate
KO12: Full compliance with all Health and Safety legislation	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
KO16: The Council no longer in recovery	FP1 – Managing Finances FP2 – Governing the Business FP3 – Managing Resources FP4 – Managing Performance PR2 –Political Governance
KO17: Effective Projects Management	FP1 – Managing Finances
KO19: Effective Business and Performance Management	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 includes a range of actions to deliver the Council's Customer First value. Please see section PR1 of the Improvement Plan.

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

9.1 Please see sections CP3 and FP4 of the Improvement Plan

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

10.1 See sections FP1-FP3 of the Improvement Plan

## **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 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 FP3 of the Improvement Plan.

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

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

## 13. **WARDS AFFECTED**

13.1 All wards.

## 14. **APPENDICES**

14.1 Appendix 1 Improvement Plan Exception Report July 2009.

## 15. **BACKGROUND PAPERS:**

15.1 The full Improvement Plan for July can be found at [www.bromsgrove.gov.uk](http://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 July 2009 Improvement Plan

# Appendix 1

## PROGRESS IN 2009/10

Overall performance as at the end of July 2009, in comparison with the previous year, is as follows: -

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	3	3.85%	RED	1	1.2%
AMBER	4	3.6%	AMBER	3	2.3%	AMBER	5	4.9%	AMBER	5	5.4%	AMBER	3	3.85%	AMBER	0	0%
GREEN	95	86.4%	GREEN	112	86.2%	GREEN	80	78.5%	GREEN	71	76.3%	GREEN	60	76.9%	GREEN	70	82.3%
REPRO	11	10.0%	REPRO	13	10.0%	REPRO	14	13.7%	REPRO	14	15.1%	REPRO	12	15.4%	REPRO	14	16.5%

Page 285

July 2009			August 2009			September 2009			October 2009			November 2009			December 2009		
RED	0	0%	RED			RED			RED			RED			RED		
AMBER	11	13.3%	AMBER			AMBER			AMBER			AMBER			AMBER		
GREEN	67	80.7%	GREEN			GREEN			GREEN			GREEN			GREEN		
REPRO	0	0%	REPRO			REPRO			REPRO			REPRO			REPRO		
SUSP	5	6%	SUSP			SUSP			SUSP			SUSP			SUSP		

January 2010			February 2010			March 2010			April 2010			May 2010			June 2010		
RED			RED			RED			RED			RED			RED		
AMBER			AMBER			AMBER			AMBER			AMBER			AMBER		
GREEN			GREEN			GREEN			GREEN			GREEN			GREEN		
REPRO			REPRO			REPRO			REPRO			REPRO			REPRO		
SUSP			SUSP			SUSP			SUSP			SUSP			SUSP		

# Exception Report for July 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.*		Suspended**
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\* NB. Reprogrammed actions are 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 once they have received approval.

\*\*NB. Suspended actions are those that have been suspended completely for the period covered by the Improvement Plan

An Exception Report detailing corrective actions follows:

CP1: Town Centre																	
Ref	July 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
1.1.1	Engage specialist organisation to complete unified vision		Meeting planned for September to start this work with planning architects.												PS	July 09	Sept 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.1	Agreement on preferred option of Area Action Pan																
1.1.1	Engage specialist organisation to complete unified vision	PS														Meeting planned for September to start this work with planning architects.	

CP1: Town Centre																	
Ref	July 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
1.2.1	Draw up proposal for funding to support design work		Initial work on design undertaken but on hold pending Sainsbury's planning application (Section 106 monies)												PS	July 09	Sept 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.2	Design for High Street																
1.2.1	Draw up proposal for funding to support design work	PS														Initial work on design undertaken but on hold pending Sainsbury's planning application (Section 106 monies)	

CP1: Town Centre																	
Ref	July 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.4.2	Establish dates for meetings a year ahead				Second meeting held mid August- 33 community delegates attended. Rather than quarterly meetings we are likely to time them around events e.g. the opening of the toilets.										PS	July 09	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.4	Community engagement																
1.4.2	Establish dates for meetings a year ahead	PS														Second meeting held mid August- 33 community delegates attended. Rather than quarterly meetings we are likely to time them around events e.g. the opening of the toilets.	

CP1: Town Centre																	
Ref	July 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.4.5	Establish Leisure Centre Study Group				EXTENDED- Group to be established in August with meetings then scheduled for every 6 weeks										PS	July 09	Aug 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.4	Community engagement																
1.4.5	Establish Leisure Centre	PS														EXTENDED- Group to be established in	

# Exception Report for July 2009 Improvement Plan

# Appendix 1

Study Group																August with meetings then scheduled for every 6 weeks
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## CP3: Sense of Community

Ref	July 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		
3.2.1	Agree and publicise the CSP's 12-month action plan relating to the strategic assessment.														JG	July 09	Sept 09
<b>3.2</b>	<b>Reduction in fear of crime</b>																
3.2.1	Agree and publicise the CSP's 12-month action plan relating to the strategic assessment.	JG															EXTENDED: The Bromsgrove Community Safety Partnership Plan has now been completed; this will be circulated to partners week commencing 17/08/09. Once approved at the next steering group meeting on 3/09/09, a public friendly version will be published on the internet by the end of September.

<b>CP3: Sense of Community</b>																	
Ref	July 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		
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.				Communication Group to be established to meet at the beginning of September										JG	July 09	Sept 09
<b>3.2</b>	<b>Reduction in fear of crime</b>																
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.	JG														EXTENDED: CDRP Communication Group to be established to meet at the beginning of September. The purpose of this group will be to create a communication and community engagement strategy. We are waiting for guidance from the Safer Communities Board who meet 3/09/09.	

<b>FP1: Managing Finances (including Value for Money)</b>																	
Ref	July 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
5.4.1	Recruit budget jury x 2 from school and from general population.				SUSPENDED										HB	July 09	-
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>5.4</b>	<b>Budget consultation</b>																
5.4.1	Recruit budget jury x 2 from school and from general population.	HB														SUSPENDED	

<b>FP1: Managing Finances (including Value for Money)</b>																	
Ref	July 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
5.4.2	Hold initial budget jury				SUSPENDED										HB	July 09	-
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>5.4</b>	<b>Budget consultation</b>																
5.4.2	Hold initial budget jury	HB														SUSPENDED	

## Exception Report for July 2009 Improvement Plan

## Appendix 1

<b>FP1: Managing Finances (including Value for Money)</b>																	
Ref	July 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		
5.4.3	Hold second budget jury				SUSPENDED										HB	July 09	-
<b>5.4</b>	<b>Budget consultation</b>																
5.4.3	Hold second budget jury	HB														SUSPENDED	

<b>FP1: Managing Finances (including Value for Money)</b>																	
Ref	July 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		
5.4.7	Develop media plan and report each stage in media, linked to Internet consultation option.				SUSPENDED										HB	July 09	-
<b>5.4</b>	<b>Budget consultation</b>																
5.4.7	Develop media plan and report each stage in media, linked to Internet consultation option.	HB														SUSPENDED	



<b>FP4: Managing Performance (including Value for Money)</b>																	
Ref	July 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
8.3.4	Undertake impact assessment on community engagement.		SUSPENDED												HB	July 09	-
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
8.3	<b>Contribute to improving wider community outcomes(e.g. LAA, MAA)</b>																
8.3.4	Undertake impact assessment on community engagement.	HB														SUSPENDED	

<b>FP3: Managing resources (including Value for Money)</b>																	
Ref	July 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
7.3.3	Pursue Climate Change Matrix		Suspended												PS	July 09	-
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
7.3	<b>Environmental risk management</b>																
7.3.3	Pursue Climate Change Matrix	PS														SUSPENDED	

PR3: Joint CEO with Redditch Borough Council																	
Ref	July 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		
11.1.1	Business cases submitted to Full Council				Further work to be undertaken on cost sharing measures – to be submitted to full council in September. Economic Development business case delayed due to issues of capacity at Wyre Forest- further work to be undertaken to develop a robust timeline on this.										KD	July 09	Sept 09
11.1	<b>Medium wins</b>																
11.1.1	Business cases submitted to Full Council	KD														EXTENDED- Business cases submitted for IT and CCTV / Lifeline to Shared Services Board in July in accordance with the timescales set. Agreed in principle but further work to be undertaken on cost sharing measures – to be submitted to full council in September. Economic Development business case delayed due to issues of capacity at Wyre Forest – further work to be undertaken to develop a robust timeline on this.	

<b>PR5: Planning</b>																			
Ref	July 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				
13.4.4	Migration of Development Control Service to Customer Service Centre				Migration date amended to 1 <sup>st</sup> October to enable range of publicity to be undertaken. Work is progressing with these aspects.												DH	July 09	Oct 09
<b>13.4</b>	<b>Effective Development Control Service</b>																		
13.4.4	Migration of Development Control Service to Customer Service Centre	DH														REPROGRAMMED- Migration originally planned for end June. Date postponed to explore opportunities for including other aspects in migration. Resolved not to include this at current time. Migration date amended to 1 <sup>st</sup> October to enable range of publicity to be undertaken. Work is progressing with these aspects.			

# Exception Report for July 2009 Improvement Plan

# Appendix 1

<b>HR &amp; OD1: Learning &amp; Development</b>																	
Ref	July 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
14.1.1	Finish 'The Bromsgrove Way' framework inc staff comps and changes to whole PDR scheme				Put on hold by CEO in July pending single management team										HP	July 09	Dec 10
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>14.1</b>	<b>Employee skills and capacity</b>																
14.1.1	Finish 'The Bromsgrove Way' framework inc staff comps and changes to whole PDR scheme	HP														SUSPENDED- Put on hold by CEO in July pending single management team, new structures and associated impact for launch of updated scheme.	

Page 296

<b>HR &amp; OD1: Learning &amp; Development</b>																	
Ref	July 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
14.2.5	Mgt induction – launch				Proposed approach declined by CMT in July. New approach under development.										HP	July 09	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>14.2</b>	<b>Maintain Investors in People accreditation</b>																
14.2.5	Mgt induction – launch	HP														Proposed approach declined by CMT in July. New approach under development –actions and dates to be determined consideration by CMT of 2 <sup>nd</sup> report proposals	

## BROMSGROVE DISTRICT COUNCIL

### CABINET

2ND SEPTEMBER 2009

#### WORCESTERSHIRE ENHANCED TWO TIER (WETT) PROGRAMME

Responsible Portfolio Holder	Cllr Roger Hollingworth
Responsible Head of Service (deputy)	Kevin Dicks
Non Key Decision	

#### 1. SUMMARY

- 1.1 The Councils of Worcestershire have a shared vision and ambition for developing the way we work together to improve the quality of life for our Communities. Collectively we are on a journey, which is heading towards establishing and embedding an Enhanced Two Tier approach to delivering a number of key services.
- 1.2 The Council Partners underlying principles in relation to this work are that the Customer will be at the heart of our service design and delivery and the provision and support of services must be as efficient as they are effective.

#### 2. RECOMMENDATION

- 2.1 The Executive Cabinet note the report.

#### 3. BACKGROUND

- 3.1 During late 2008, the Worcestershire Council Partners were successful in a bid for external funding to support the development of an Enhanced Two Working programme. This funding supported the recruitment of an interim Programme Manager to work with Council Officers and Members to develop this work.
- 3.2 Phase 1 of the developing Worcestershire Enhanced Two Tier (WETT) programme focussed on establishing a strategic consensus from Chief Executives and their Council Leaders for a preferred portfolio of Council services to be taken forward for development.
- 3.3 The Chief Executives and Council Leaders considered a number of services identified as priority for development which had been collated following consultations across the seven Council Partners.
- 3.4 Along with this, the Chief Executives and their Leaders considered the broader aspects for establishing a short list of services to be taken forward

as those services, which offer the best County wide partnership opportunities and potential benefits to our Communities e.g.:

- Services, which can deliver significant, service improvement & increased efficiency across all Councils through collaborative working, e.g. increased value for money.
- Services, which are most, appropriate for delivery through centralised service delivery channels e.g. the Worcestershire Hub.
- Services which may offer the best return on investment if delivered through Two Tier / Shared Service partnerships.

3.5 Chief Executives & Council Leaders agreed 3 main service themes to prioritise for this further development i.e.

- Environmental Services: Including: Waste Collection, Street Scene & Regulatory Services
- Corporate Support Services: Including: ICT, Human Resources, Finance, Property, Procurement and Legal & Democratic services.
- Youth & Community Services.

3.6 The initial phase of the programme also established resources from each Partner to support this work. These key Officers formed Project Teams around each of the agreed services work streams.

3.7 Throughout February and early March, a number of Project Team workshops took place, which involved the teams developing new and innovative ideas for delivering services through Partnership working. This has been the core activity of Phase 2 of the developing WETT programme.

3.8 Key Stakeholders were involved during the workshop stages e.g. representatives of the West Midland Regional Improvement & Efficiency Partnership (WMRIEP) and Worcestershire Hub management team.

3.9 The outcomes and recommendations from each Project Team workshop formed the basis of a number of proposals and business models for further development.

#### **4. PRIORITISING TWO TIER SERVICES**

4.1 The activities in Phase 2 led to a more focussed portfolio of services being proposed to be taken forward for detailed development. This has been necessary to ensure that existing Council resources were not over-committed.

4.2 The prioritised service work streams currently being developed are:

- Regulatory Services (Licensing, Trading Standards & Environmental Health).
- Property Services
- Human Resources
- Internal Audit
- Street Scene

4.3 These were selected as the supporting proposals clearly illustrated that significant service improvements, increased efficiencies and more effective use of alternative service access channels e.g. the Worcestershire Hub could be achieved.

4.4 The remaining services from the initial three main service themes will form part of the next phase of the WETT programme development.

4.5 It is important to note that, during the development of these proposals, equal focus was placed by the team on developing of options which would provide 'local choice' to our Communities.

## **5. BUSINESS CASES DEVELOPMENT**

5.1 During April and May 2009, more detailed proposals were produced around the priority services and High Level Business Cases were developed for each priority service proposal.

5.2 At the time of writing this report, the Chief Executives Panel (CEP) are considering recommendations relating to the High Level Business Cases, and services identified to be taken forward for Detailed Business Case development.

5.3 The Detailed Business Cases will be prepared to support the prioritised proposals and these will be presented to Cabinet as they are finalised during Autumn 2009

5.4 The County Treasurers Group are actively involved in the design and financial data population of the Detailed Business Cases (DBC). Their role will also be to offer final approval prior to the presentation of them to Members and Senior Officers.

## **6. REGULATORY SERVICES**

6.1 A consensus of support has already been received from Chief Executives for the further development of the proposed 'Regulatory Services' work stream.

6.2 Practitioners representing each Council and specialising in the three professional disciplines i.e. Licensing, Trading Standards and Environmental

Health, are continuing to work together as a Project Team to develop the Regulatory Services business case.

- 6.3 The Regulatory Two Tier proposal would bring three specialist service areas together from across the seven Councils into a centralised and co-ordinated service provision.
- 6.4 This would provide the Communities of Worcestershire with an improved, more efficient and effective service, utilising the proposed innovative and collaborative approach to the management and delivery of them.
- 6.5 It is anticipated that efficiencies and cost savings can be achieved by implementing the proposed Regulatory Services two tier working model. All proposed improvements and benefits will be clearly identified as part of the Detailed Business Case.

## **7. GOVERNANCE & MEMBER ENGAGEMENT**

- 7.1 Since the beginning of 2009, the programme framework and governance has been developed to ensure that a 'fit for purpose' programme can be supported during the development and implementation stages i.e.
  - A Programme Manager leads the current development and delivery of the programme.
  - A Programme Board, Chief Executives & Leaders Panel, lead on providing strategic direction on behalf of their individual Council's Officers and Members.
  - A 'Programme Management Group' comprising of a Senior Manager from each Council ensures that the programme is being developed in line with agreed strategy, ensuring practical issues are addressed e.g. resourcing, Officer and Member communications and external funding allocation.
  - The County 'Professional Groups' e.g. Treasurers, are consulted during key stages of the programmes development for detailed advice and support.
  - The existing Project Teams continue to develop the service proposals from the current business case development stages through to the anticipated implementation stages later this financial year.
- 7.2 During the next stages of the WETT programme it is the programme team's highest priority to develop broader Member engagement as part of the further design and development of the two tier proposals e.g.
  - A series of Member briefings are being scheduled to take place over June and July 09.



- A number of County wide road shows are being planned for delivery during this summer. This will involve all Officers and Members having the opportunity to find out more and become involved in the WETT programme.
- Chief Executives and Councils Leaders will continue to consult Officers and Members of each Council following update reports and presentations to the Programme Board
- This report is being presented to the Cabinets of each Council during July / August to ensure a consistent message is received by all Council's Executive Members.
- A monthly newsletter for the WETT programme has been produced by the WETT programme team and the County Communications Group. This has been designed to offer a programme update programme to both Officers and Members and the first edition will be circulated across Councils during June.
- A web based information portal has been built for the WETT programme. This will provide general access for Officers and Members of all Councils to up to date information relating to the programme and allowing users to interact with the Project Teams. This has been launched as a pilot with the Project Teams with a view to a broader launch during summer 2009.

## **8. PROGRAMME TIMESCALES**

- 8.1 The Project Teams involved in the programme have proposed that an incremental approach to the development of the Detailed Business Cases would be the most sensible method for this next stage.
- 8.2 It is anticipated that, following the Worcestershire Chief Executives & Leaders Panel meeting in July 09, the prioritised order of services for detailed business case development will finalised and confirmed.
- 8.3 In the meantime, progress continues with the development of the WETT proposals. The teams are focussing specific priority on developing the Regulatory Services model.
- 8.4 The finalised schedule for the WETT programme detailed business case development will be confirmed during early July 09 and will form part of a report to Cabinet at the next meeting in September 09.

## **9. SUMMARY**

- 9.1 The WETT programme has made positive progress and the Council teams involved in developing the two tier proposals have produced innovative and challenging service options for enhanced collaborative working.

- 9.2 The Detailed Business Cases for WETT will present Officers and Members with robust business data to support the feasibility of these innovative proposals.
- 9.3 Continued support from the Executive Members of all Councils for these developing Worcestershire Partnerships will ensure that the potential challenges facing the teams in developing these proposals will be significantly reduced.

## **10. FINANCIAL IMPLICATIONS**

- 10.1 During late 2008 the WETT programme successfully secured funding from the West Midland Improvement & Efficiency Partnership. There is currently £240K available to support the further development and implementation of WETT projects.
- 10.2 During early 2009, Capital funding was made available by the Department for Communities & Local Government (DCLG) via the West Midlands Improvement & Efficiency Partnership (WM IEP), to support Local Authorities to deliver 'transformation' programmes, which it is considered could deliver significant service improvements and efficiencies.
- 10.3 The Worcestershire Councils submitted a combined bid, based around our WETT Regulatory Service proposal and have since received confirmation that the WETT Regulatory Services project has been successful in securing £200K Capital funding to assist in the delivery of the ICT elements of the project.
- 10.4 The overall aim of the project as detailed above is to secure efficiency savings and service improvements – the specifics will be set out in the specific business cases.

## **11. LEGAL IMPLICATIONS**

- 11.1 There are no specific legal implications contained within this report.

## **12. COUNCIL OBJECTIVES**

- 12.1 The overall WETT project supports the Council's objective of Improvement.

## **13. RISK MANAGEMENT**

- 13.1 No specific risks associated with this report – a risk register will be developed as part of each business case.

## **14. CUSTOMER IMPLICATIONS**

14.1 None directly associated with this report – the WETT programme aims to put the Customer at the heart of everything we do.

**15. EQUALITIES AND DIVERSITY IMPLICATIONS**

15.1 None directly associated with this report.

**16. VALUE FOR MONEY IMPLICATIONS**

16.1 There are no specific VFM implications contained with in this report, however VFM is key to the overall aims of the project.

**17. OTHER IMPLICATIONS**

Procurement Issues – None associated with this report
Personnel Implications – None associated with this report – specific issues will be addressed as part of the detailed business cases
Governance/Performance Management – None associated with this report
Community Safety including Section 17 of Crime and Disorder Act 1998 – None
Policy – None associated with this report
Environmental – None associated with this report

**18. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	Yes
Chief Executive	Yes
Executive Director - Partnerships and Projects	At CMT
Executive Director - Services	At CMT
Assistant Chief Executive	At CMT
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
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**19. WARDS AFFECTED**

All Wards

**20. APPENDICES**

None

**21. BACKGROUND PAPERS**

Shared Services Programme Board Papers  
Worcestershire Enhanced Two Tier Papers

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