

Bromsgrove

Capital Strategy 2008-2011



BROMSGROVE DISTRICT COUNCIL

Capital Strategy 2008 – 2011

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The Purpose of the Capital Strategy

The Capital Strategy document sets out how Bromsgrove District Council aims to use its capital resources to achieve its vision for Bromsgrove of 'working together to build a district where people are proud to live and work, through community leadership and excellent services', and the key strategic policies, objectives, and priorities, agreed in the Sustainable Community Strategy, Council Plan, Improvement Plan, and Council Results.

This document outlines the framework of consultation, strategic partnership working, management planning, and monitoring which takes place to ensure the Council's planned capital expenditure decisions deliver quality local services in Bromsgrove District. It seeks to show how these are integral to the process of assessing the needs of the community with corporate financial and service planning through Member, community and partner involvement. The Capital Strategy reflects the Council's priorities and key deliverables as set out in the Council Plan 2008 – 2011.

This document therefore describes Bromsgrove's capital finance strategy and capital investment process, setting out:-

- the planning process;
- the priorities for capital investment;
- how the Council's assets are managed;
- the departmental service strategies;
- how schemes are selected and resources allocated;
- how progress on schemes is monitored and evaluated;
- how progress in implementing the capital programme is monitored;
- how performance is reviewed;
- the Council's arrangements for partnership working;
- the Council's procurement strategy; and
- how the Council consults for service and strategic planning purposes.

Council expenditure falls into two types which are capital and revenue. Capital resources are used to provide the new assets, and the enhancement of existing assets, which the Council requires to enable it to deliver its services to the citizens of the District, and which includes expenditure on land, buildings, and vehicles plant and equipment.

Examples of capital expenditure include major improvements to Council owned buildings, recreation grounds, cemeteries, car parks, public conveniences, closed circuit television systems (CCTV), refuse and recycling freighters etc. Also included are grants to registered social landlords for the provision of affordable housing.

On the other hand revenue expenditure comprises the Council's day to day operating costs such as salaries, wages, energy, printing, stationery, and maintenance etc. The Capital Strategy is therefore only concerned with the planned use of capital resources.

Background

Bromsgrove District covers an area of approximately 83.8 square miles and lies to the south of the West Midlands conurbation bounded by Birmingham, Dudley Solihull, Redditch, Wyre Forest and the largely rural districts of Wychavon and Stratford-upon-Avon.

Whilst it is only 14 miles from central Birmingham, the Clent and Lickey hills provide an important dividing line between the industrial Midlands and the rural landscape of North Worcestershire. The area is visibly dominated by agriculture, although it supports a varied economy based on a range of small and medium sized businesses. The District has a resident population of 91,600.

The Council is an enthusiastic and committed community leader, with a clear understanding of issues that need to be translated into actions either, directly by the Council, in partnership with others, or by enabling others to act. The Council facilitates the Local Strategic Partnership (LSP) which has been created and this will help to strengthen the existing partnership working which exists to deliver successful outcomes for local people. Continued development of the LSP will contribute towards better use of resources throughout the District.

Within the Capital Strategy the Council wish to see cross cutting themes to improve the social, economic and environmental well being of the area by creating opportunities for improving health, reducing crime, providing high quality employment and developing leisure and tourism in the District.

The annual Council Results document and the Council Plan are supported by a series of other specific strategy documents including the Housing Strategy, the Local Development Framework, and Service Business Plans etc. The Capital Strategy brings together the interrelationship of the capital elements of such documents.

The Council's Capital Programme for 2008 – 2011 reflects the key aims and objectives of the Council and asserts the Council as community leaders to lever in additional investment and add value to the programme.

Comprehensive Performance Assessment

In 2002 the Government introduced universal inspections of Local Authorities throughout England. The process, known as Comprehensive Performance Assessment (CPA), was designed to encourage councils to improve their corporate governance arrangements and to deliver service improvements on a continuous basis to local people. Councils would be judged and placed within one of five categories, poor, weak, fair, good or excellent.

On 3rd June 2004 Bromsgrove District Council decided to request Voluntary Engagement through the Office of the Deputy Prime Minister (ODPM) (now the Department for Communities and Local Government (DCLG)). This enabled the Council to focus its endeavours on improvement rather than deflect effort in preparing for CPA, and secure guidance and support towards achieving progressive improvement in the performance of the Council. As a consequence, the CPA process scheduled for September 2004 was deferred.

The Council's request for Voluntary Engagement was accepted and in September 2004 the process of developing the Recovery Plan began. This was seen as a key priority for the Council and was subsequently reviewed and approved by Government Ministers at the ODPM.

The Recovery Plan included a clear integrated plan for wholesale improvement and change which is now enabling the Council to start providing cost efficient value for money services at a price our customers want to pay.

As a further part of the Recovery Plan the Council has undergone an organisational restructure which has provided a range of measures and initiatives which have created a framework to enable dynamic change to take place.

The Council completed its Recovery Plan in June 2006 which was largely focused on the Resources Directorate. A new Improvement Plan was approved in August 2006 which focused on external issues such as performance indicators, customer service and regeneration of the Town Centre and the MG Rover site at Longbridge.

The Audit Commission carried out a Comprehensive Performance Assessment of the Council during late February/ early March 2007 which was based on levels of performance in the year 2005/06. The results were published in June 2007, and as expected the Council was given an official CPA rating of 'Poor'. A new Improvement Plan which took into account the comments received from the Audit Commission was approved in July 2007. Based on the progress we are continuing to make, together with feedback from Central Government we fully expect to be CPA rated 'Fair' when we are next assessed in late 2008.

Organisational Structure

Direct Management Responsibility

Chief Executive

Assistant Chief Executive

Corporate Communications, Policy and Performance

Executive Director (Services)

Financial Services, Street Scene & Waste Management, Legal Equalities & Democratic Services, Human Resources & Organisational Development, and E-Government & Customer Services

Executive Director
(Partnerships & Projects)

Planning & Environment, Culture & Community, and key partnerships and projects

The Planning Process

The **Sustainable Community Strategy 2007-2010** was published in November 2007 and it focuses on the way in which services are delivered and how they can be improved for everyone's benefit. The Strategy was compiled by key strategic partners in response to the outcomes of extensive consultation undertaken across the District and the Strategy sets out the vision of partners representing the community of Bromsgrove District. The delivery of the Sustainable Community

Strategy is managed by the Local Strategic Partnership (LSP), whose membership consists of key senior representatives from the public, private and voluntary and community sectors. (See page 19 for a list of partners).

The Strategy is a developmental, rolling document and the priorities identified may change over time as improvements are realised and new issues emerge. Changes will be reflected in subsequent editions of the Strategy and it will be updated every three years, with the next revision being in 2010.

The new **Council Plan 2008 – 2011** is currently under preparation and forms the Council's response to the Sustainable Community Strategy in terms of delivery. Covering a three-year period, it highlights our strategic aims and objectives as well as the more inspirational vision statement and values that we work towards, and is updated on an annual basis. The key plans and strategies which influence the objectives of the Council Plan are:

➤ **The Council Results:**

- focuses on the results of the key performance indicators which impact on the achievement of the Council's Vision, Objectives, and Priorities (see **Appendix 1**);
- spells out information on things we said we would do, the things we have achieved and what our objectives are for the future;
- allows the Council to demonstrate how cross-cutting issues are being addressed through the combined efforts of the different service areas.

➤ **Annual Service Business Plans:**

- produced by each of our service areas;
- detail how the specific services will work towards delivering the Council's strategic aims and priorities, as set out in the Council Plan;
- links with our Medium Term Financial Plan.

➤ **Asset Management Plan:**

- provides a framework to optimise the use of property assets in terms of service benefits and financial return in order to support the Council's priorities and corporate objectives;
- provides regular condition surveys to highlight areas where capital investment is required.

➤ **Management Development Strategy:**

- the Modern Manager Framework and 'Bromsgrove Way' have been introduced setting out a framework for staff management and development as part of our aim to be an improving Council.

Prioritising Capital Investment

Vision, Objectives, Priorities and Values

In September 2006 the Council approved a new Vision for the future which is:

“Working together to build a district where people are proud to live and work, through community leadership and excellent services”

The Vision has then been further developed into four objectives. The objectives and the description of what they include are set out. The objectives are designed to be broad. From these broad objectives, specific priorities have then been identified. The four objectives are:

- Regeneration
- Improvement
- Sense of Community and Well Being
- Environment

The rationale for selecting each priority is:

Regeneration

This Council Objective can be defined as:-

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

The following two priorities have been identified for this Council Objective:-

- *Town Centre*
- *Housing*

Improvement

This Council Objective can be defined as:-

- Providing an excellent customer experience including choice where possible.
- Maintaining a clear focus on our citizens' priorities.
- Making the best use of new technologies to improve services whilst reducing costs.
- Driving out efficiency savings and making the best use of our assets in order to further invest in our priorities.
- Making appropriate use of management systems e.g. risk management, performance management and project management.
- Ensuring we recruit the right staff and retain and develop their skills.
- Achieving public confidence in our prudent financial management, service delivery and corporate governance through positive external audit and inspection feedback.
- Maintaining a level of council tax from which the public feel we make good use of the money we spend and reflects the quality of services they receive.
- Ensuring we seek out, listen, respect and represent the views of our diverse citizens and communities.
- Communicating consistently to our citizen's and communities.
- Actively involve our citizens and communities in the design and delivery of our policies, strategies, plans and services.
- Joining up and integrating services both within the Council and with our partners making the best use of new technologies.
- Tailoring the mix of customer service, community leadership and democratic engagement to fit the particular circumstances of each community.

The following priority has been identified for this Council Objective:-

- *Customer Service*

Sense of Community and Well Being

This Council Objective can be defined as:-

- Ensuring the District's residents have a good cultural "offer" which encourages a sense of community.
- Providing effective community leadership.
- Promoting active citizen engagement in the democratic process.
- Ensuring people are able to access services whatever their circumstances.
- Ensuring the value and contribution of the diverse communities in our District is recognised and celebrated.
- Improving the social capital of our communities and developing sustainable and cohesive communities.

- Enabling people to enjoy a high quality independent life in their own homes and communities for as long as possible and when this is no longer possible ensuring more intensive care is available.
- Ensuring the Council fully embraces the “Every Child Matters” Agenda: that our children and young people are: healthy, stay safe, enjoy and achieve, make a positive contribution, achieve economic well being and can access services.
- Reducing crime and the fear of crime within our communities.
- Ensuring access to lifelong learning opportunities for learning and creativity to help everyone achieve their potential for quality of life and prosperity.

The following priority has been identified for this Council Objective:-

- *Sense of Community*

Environment

This Council Objective can be defined as:-

- Ensuring the District offers a quality living environment for everyone, with access to good facilities including clean and attractive open spaces.
- Sustaining this quality living environment for future generations.
- Waste collection, recycling and disposal.
- Maintaining and fostering the District’s biodiversity.
- Maintaining our rural communities.
- Balancing our green belt whilst responding to the economic development needs of the District.

The following priorities have been identified for this Council Objective:-

- *Clean Streets and Recycling*

Council Values

The Council will achieve its Vision, Objectives and Priorities through focusing on its Values which are:

- Leadership
- Partnerships
- Customer First
- Equality

Capital is a finite resource and a strict policy therefore is adopted for approval of capital schemes. For the Capital Programme 2008 – 2011 Heads of Service made bids for the inclusion of new capital schemes based on requirements identified in their service business plans, which were then ranked as ‘High’, ‘Medium’ or ‘Low’ priority by the Corporate Management Team, after considering each scheme’s impact on the Council’s corporate objectives and priorities. Only those bids which were ranked as ‘High’ have received Council approval because of the annual limits placed on the use of the Council’s capital receipts.

The Council is concentrating on meeting the service improvements as set out in the Improvement Plan and this has therefore been the main criteria in determining which capital schemes received approval.

Capital Strategy Priorities for Years 2008/09 – 2010/11

The new schemes approved reflect the corporate priorities as follows (some schemes meet more than one priority):-

COUNCIL OBJECTIVE 1 - REGENERATION

Priority – Town Centre

- Redevelopment of Bromsgrove Town Centre £300k.
- New Toilet Block in Town Centre £174k.

Also includes:

- *Vehicle Replacement Programme (Refuse Collection, Recycling, Street Cleaning Commercial Services, (see Customer Service & Clean Streets & Recycling)*

Priority – Housing

- Grants to Partners for the development of Affordable Housing in the District £350k.
- Grant to Registered Social Landlords £40k.
- Upgrading of Houndsfield Lane Caravan Park £110k.
- Energy Efficiency Grants Home Insulation Project £25k.
- Low Carbon Renewable Energy Grants £10k.
- Provision of Disabled Facilities Grants £2.035m.
- Provision of Home Repair Assistance & Housing Renewal Grants (Private Sector) £505k.

COUNCIL OBJECTIVE 2 - IMPROVEMENT

Priority – Customer Service

- Spatial IT Scheme (a Local Authority Modernisation Programme) £5.793m.
- Improvements to Internet Access and Bandwidth £35k.
- Remedial Work to Council Buildings £777k.
- Alteration to Council Buildings to comply with the Disabled Discrimination Act £150k.
- Vehicle Replacement Programme (Refuse Collection £299k & Commercial Services £119k).
- Vehicle / Equipment Replacement Programme (Grounds Maintenance £214k & Other Depot Services) £77k).

Also includes:

- *New Tipper Vehicle for Hit Squad – (see Clean Streets & Recycling)..*

COUNCIL OBJECTIVE 3 - SENSE OF COMMUNITY & WELL BEING

Priority – Sense of Community

- Replacement of CCTV Equipment £533k.
- Childrens Play Schemes £200k.
- District Wide Provision/Enhancements of Sports Facilities £360k.

Also includes:

- *Grants to Partners for the development of Affordable Housing in the District - (see Housing).*
- *Grant to Registered Social Landlords - (see Housing).*
- *Upgrading of Houndsfield Lane Caravan Park - (see Housing).*
- *Provision of Disabled Facilities Grants - (see Housing).*
- *Provision of Home Repair Assistance & Housing Renewal Grants (Private Sector) - (see Housing).*

COUNCIL OBJECTIVE 4 - ENVIRONMENT

Priority – Clean Streets and Recycling

- New Tipper Vehicle for Hit Squad £25k.
- Vehicle Replacement Programme (Street Cleaning) £332k.
- Vehicle Replacement Programme (Recycling) £13k.

Also includes:

- *Vehicle Replacement Programme (Refuse Collection, Ground Maintenance & Commercial Services) – (see Customer Service).*
- *(Environment) Energy Efficiency Grants Home Insulation Project - (see Housing).*
- *(Environment) Low Carbon Renewable Energy Grants - (see Housing).*

Corporate Capital Finance Strategy

A keystone of the Council's Capital Financing Strategy has been to be debt free and this was achieved in March 2000. The Large Scale Voluntary Transfer of Council Dwellings to Bromsgrove District Housing Trust (BDHT) in March 2004 also provided substantial capital receipts. The Council has therefore adopted a prudent approach to the use of its capital resources to enable the debt free status to be maintained as long as possible and it has been Council policy for the past few years to limit the use of capital receipts on new schemes to £1m per annum.

The limit has been exceeded in the Capital Programme for 2008 to 2011 mainly because of the need to invest in a major information technology scheme to modernise methods of working and update our computer infrastructure, and to provide an adequate replacement programme for vehicles and plant. This is to make up for years of underinvestment and is required to enable the Council improve levels of performance and move forward in its plan to become an 'Excellent' Council.

The main reason for limiting the use of capital receipts has been the use of the interest received on capital investments to help finance the Council's Revenue budget. Also, once funds are borrowed to finance capital expenditure the Council will have to meet the additional cost of external interest payments from its Revenue budget in addition to bearing the loss of interest.

Under the latest Capital Programme the Council plans to start funding capital expenditure by borrowing in 2010/11 because existing capital balances will have been utilised and opportunities for obtaining capital receipts in the future will be limited.

Estimate of Capital Receipts Remaining after Current Capital Programme
(excluding the effect of unspent 2007/08 budgets carried forward to 2008/09)

At 01/04/2008	At 01/04/2009	At 01/04/2010	At 01/04/2011
£10.6m	£2.6m	£0.8m	-£0.4m

See **Appendix 2** for a full estimate of capital resources.

It is estimated that at 1st April 2008 the following capital resources will be available for financing the Capital Programme, but the precise amount will not be known until the accounts have been closed for the year 2007/08. These figures exclude the carry forward of any unspent budgets from 2007/08 to 2008/09 which however can be ignored when considering the availability of resources because they are already committed.

- Capital Receipts £10.6m
- Section 106 Planning Agreement Resources £0.4m

The Prudential Code

The Local Government Act 2003 introduced the new Prudential Code capital controls system which came into force on 1st April 2004. Under these arrangements local authorities are freed from the allocation of Central Government credit approvals and are now able to borrow funds to finance capital schemes providing capital investment plans are affordable, prudent and sustainable as demonstrated by using a series of comprehensive prudential indicators.

The 2003 Act also introduced the 'pooling' of capital receipts from sales of Housing Revenue Account assets whereby a proportion of the capital income has to be paid over to Central Government. Under these regulations the Council is permitted to retain a proportion of 'poolable' capital income provided it is spent on affordable housing, regeneration, or housing functions, and the Council has therefore approved a number of schemes financed from such income.

Following the transfer of Council dwellings to BDHT the Housing Revenue Account was closed and the few remaining housing assets were transferred to General Fund. Poolable capital receipts are therefore now restricted to low levels of repaid principal on outstanding Council mortgages.

An important element of the Capital Finance Strategy is to continue to seek funding from other agencies as part of the match funding process, to further stretch the use of the Council's own resources. Examples of this will be Advantage West Midlands, Government Grants (e.g. Liveability for Recreation, Community Safety (C.C.T.V.), Countryside Agency, Lottery, and partnerships with other Councils.

The traditional Private Finance Initiative (PFI) is not being pursued as it is considered the current constraints render it unsuitable for the smaller type of projects undertaken by the Council. Instead reliance is being placed upon partnerships where considerable success has already been achieved.

The Council will also continue to utilise the capital resources made available through the planning Section 106 obligations which are utilised to finance schemes involving affordable social housing, leisure play areas, and public open spaces.

The Council's Capital Programme for 2008 to 2011 totals £12.9m and is financed from a combination of capital receipts, Government grants, Section 106 planning agreement funds, and prudential borrowing. See **Appendix 3** for full details.

Asset Management

A new strategic group known as the Asset Management Group has been formed to ensure the Council's assets are suitably managed and to develop a new Corporate Asset Register. See **Appendix 4** for the strategic objectives and responsibilities of the group.

Membership comprises:

- Corporate Property Officer (Chairman)
- Facilities Manager
- Representative from Financial Services
- Representative from Street Scene and Waste Management Services
- Representative from e-Government and Customer Services
- Representative from Culture and Community Services

Officers with responsibility for major services are invited to attend as appropriate.

All property ultimately falls under the control of the designated Corporate Property Officer, who is the Head of Legal Equalities & Democratic Services who is a member of the Corporate Management Team (CMT). She reports to CMT and Executive Cabinet as necessary and is within the Resources Directorate. The Portfolio Holder for Legal Equalities and Democratic Services is Member "Champion" for asset management.

The Corporate Property Officer is responsible for:

- Ensuring stakeholder consultation and review takes place regarding assets and that findings are fed into the decision making process.
- Developing the Asset Management Plan (AMP) for consideration and approval by the Council and its subsequent implementation.
- Ensuring its adherence to Corporate Objectives.
- Ensuring that the AMP is coordinated with the Medium Term Financial Plan and considering key actions relating to asset management contained within other relevant strategies.
- Ensuring all asset management issues are properly considered by Corporate Management Team and Executive Cabinet as necessary.
- Reporting twice a year to CMT and Executive Cabinet on the performance of the property portfolio as measured against a suite of property performance indicators.
- Chairing the Asset Management Group.
- Champion the current and future approach to matching asset usage with business needs at strategic management level
- Provide the key link ensuring Member involvement in asset management planning and implementation
- Consider the effect of corporate drivers on asset management

The AMP is therefore the key document for ensuring that all capital assets are fit for purpose and used effectively, and on 3rd January 2007 the Council approved a new Plan for the period 2006 to 2010 to replace the previous version produced in 2003 which was approved as 'Good' standard by Government Office West Midlands.

The Plan applies primarily to property assets but with the fullness of time will extend to include infrastructure, vehicles, plant, and major equipment. The new plan clearly sets out the requirements and the high level actions which are required to embed effective asset management within the Council.

Bromsgrove District Council is a significant property owner within the District and the AMP is prepared in order to provide a framework that will optimise the use of property assets in terms of service benefits and financial return in order to support the Council's priorities and corporate objectives. Regular condition surveys will highlight areas where capital investment is required and provide the links to the Capital Strategy, Capital Programme, and Medium Term Finance Plan. Other linked plans and strategies include the Sustainable Community Strategy, the Procurement Strategy, the Customer Care Strategy, and individual service business plans.

The Council can expect the following from the Asset Management Plan:

- Clear corporate responsibility for strategic asset management.
- How the Council will support the delivery of its Vision, values, objectives and priorities.

- Assurance that the assets are suitable and sufficient for the services provided and continue to be so.
- A performance measurement system which relates to the Council's corporate objectives.

In the latest 2008 – 2011 Capital Programme the Council will invest £9m in the creation and improvement of its assets which include:-

- A new toilet block in Bromsgrove town centre
- Remedial work to Council buildings
- Work on buildings to comply with the Disability Discrimination Act
- Recreation grounds, children's play schemes & allotments,
- Replacement and new CCTV systems,
- Investment in ICT infrastructure & updating,
- Replacement of vehicles & plant.

Departmental Services Strategies

Each department has its own capital investment strategy which links into the Council's Capital Strategy and these can be seen at **Appendix 5**.

The Capital Investment Process

Comprehensive Spending Review

Following the efficiencies required under the Gershon review the Government released the Comprehensive Spending Review to include a 3 year settlement on grant to Local Authorities. In addition there is a requirement to deliver 3% year on year cashable efficiency savings which should be delivered by transforming services provided by Local Government and by improving procurement practices within the Councils. Bromsgrove has recognised the need to improve the value for money of our services and the medium term financial plan 2008/09-2010/11 identifies the savings to be realised from transforming the Council and the improved procurement regime.

The Capital Programme

The Council currently has a 'live' three year Capital Programme that is reviewed on a regular basis. The capital budget is reviewed several times a year after the original budget has been approved by Council prior to the start of each financial year.

When the previous year's final capital expenditure is reported to Executive Cabinet approval is sought to carry unspent budgets forward to the new financial year on schemes where unavoidable delays have occurred, and at this time the original budget is revised to include such unspent budgets. Also at this stage any other new schemes which have been approved since the original budget was agreed, are also added to the revised budget.

A flexible approach is followed and new schemes may be added to the capital budget during the year following submission of a detailed robust business case and approval by Executive Cabinet. Normal practice is however that most new schemes

receive approval for inclusion in the Capital Programme prior to the start of each year. Schemes can also be rescheduled within the Capital Programme if necessary.

It is Council policy that the following investment criteria should apply on all capital schemes:-

A scheme will:-

- Maintain existing assets to standards suitable for service delivery;
- Improve and acquire assets to meet service and customer needs;
- Improve the stewardship of assets; spend to save (innovative schemes that will secure the Council a better rate of return than the investment interest earned); to reduce longer-term problems and liabilities;
- Satisfy legal obligations of the Council (e.g. health and safety requirements, and compliance with the disability discrimination legislation);
- Develop community assets in areas of need;
- Maximise the use of other funds to encourage investment in specific areas such as energy efficiency, economic development and infrastructure developments (using funds derived from Section 106 agreements with developers), and;
- Maximise the benefits of partnership working.

Scheme selection and prioritisation

The following process applies for considering bids for new capital schemes from Heads of Service for inclusion in the Capital Programme, and due consideration will be given to the results of condition surveys undertaken for the Asset Management Plan (AMP):

- Members of the Executive Cabinet, and the Corporate Management Team (CMT) meet to shape priorities for the forthcoming year, to drive the budget process and the formulation of service business plans;
- Capital schemes are identified as part of the business planning process and are included in service business plans;
- Basic feasibility studies are undertaken;
- Heads of Service submit a Capital Funding Request Form to allow an initial assessment to be made of each capital bid, and to seek approval from the CMT to develop a business case and detailed financial appraisal as part of the formal request for funding;
- The initial bids are considered by the Council's CMT and are ranked into high, medium and low priority categories;
- CMT will agree the scheme bids to be included in the draft capital programme for consideration by Members having regard to the merits of each scheme and the overall level of resources available;
- The Scrutiny Steering Board is consulted before finalising the Capital Programme;

- It is Council policy that it consults with the citizens of Bromsgrove on the capital budget proposals through the Customer Panel and focus groups, and in accordance with this, consultation took place with focus groups on the annual capital and revenue budgets for 2008/09;
- Executive Cabinet considers the budget proposals and agree the formal Capital Programme for approval by the Council;
- For all new approved capital schemes Heads of Service are required to complete a full Project Initiation Document (PID) which forms the detailed business case and includes the following essential elements (see **Appendix 6**):
 - Details of proposed scheme;
 - Reason for the project;
 - A definition of what the project is and what it will deliver;
 - The current position and deficiencies found;
 - The risks arising out of deficiencies found;
 - The different options available including doing nothing;
 - Brief details of the costs of each option;
 - The option recommended and reasons why;
 - How the recommended option achieves value for money;
 - How the recommended option achieves the objectives of the business plan;
 - The key drivers in developing the recommendation;
 - An overview of the proposal;
 - A cash flow of the recommended scheme;
 - Depreciation period for the capital asset;
 - Revenue impact of proposed scheme;
 - Demonstration of how the project meets the Vision, Values and Objectives;
 - How the project will help to improve performance;
 - Details of any asset savings generated e.g. a disposal.
- New capital schemes are signed off before commencement by the Executive Cabinet Portfolio Member for Finance and the Head of Financial Services on receipt of the PID (business case), which needs to be robust, before approval will be given.

Project Management

Budget holders and budget managers control their capital schemes using the Council's approved Project Management Framework. The Framework is based on eight output documents which are split into three discrete areas:- project initiation, project implementation and project close. The document outputs are categorised as follows:

Project Initiation

- Project Initiation Document (PID)
- Business Case
- Project Plan (usually a Gantt Chart produced using MS Project)

Project Implementation

- Highlight Reports
- Risk Register
- Issues Log
- Agendas, minutes and general communications

Project Closure

- Closure Report including lessons learned

Financial Monitoring of Capital Schemes

Capital expenditure budgets are profiled over the accounting periods of the financial year and monthly capital monitoring takes place:

- Monthly capital monitoring statements are issued to Heads of Service detailing their schemes with a comparison of planned budget to date with actual expenditure and budget variances to enable action to be taken to keep projects on track;
- Updating of the 'Contract Register' with payments to contractors;
- Quarterly reporting of progress and performance on the capital programme to the Performance Management Board (PMB).

Bench marking:

In order to get the best out of our Capital Strategy it is important that the Council bench marks. The Council does this in a number of ways. Individual schemes are procured and are therefore subject to market testing. The Council is also subject to audit and inspection which includes an examination of our use of resources under the Key Lines of Enquiry (KLOE).

Performance Management:

The Council has introduced a robust framework of performance management over the last 2 years. Individual service plans identify the statutory and local performance indicators to be monitored by the department and members. These indicators are monitored monthly by Corporate Management Team and Performance Board and quarterly by Cabinet where they are integrated with the financial position of the Council.

New capital schemes are proposed with the aim of achieving the Council's Vision, Values, Objectives and the capital appraisal process requires the identification of related performance indicators which will be impacted by each proposed scheme. The success of many schemes can therefore be evaluated by monitoring the movement of such related indicators.

A range of property related performance indicators have been developed and are included in the new AMP and these will be robustly monitored and reported on by Heads of Service and the Corporate Property Manager at CMT. The Council is now also a member of the Institute of Public Finance (IPF) Asset Management Planning Network which is an organisation which provides advice on property related matters.

The actual progress on delivery of schemes against the target of the Capital Programme is monitored by the issuing of monthly capital monitoring statements to budget holders, and the details are also reported to PMB and Executive Cabinet on a quarterly basis. The final capital outturn is also reported following closedown of the accounts.

Once completed there is a review of the effectiveness of schemes. This is carried out under the Performance Management Framework by completion of the project closure report where the scheme is re-evaluated against the original aims and objectives.

In order to celebrate and promote the successful delivery of capital schemes Press Releases are issued at the appropriate time to provide the local press and community of the full details. Examples in recent years have included the achievement of the national targets for the recycling of waste following significant capital investment in vehicles and equipment, and the 'Shopmobility' scheme offering disabled people the use of free wheelchairs and scooters for shopping in the town centre.

Key Partners in the Development of this Strategy

The Local Strategic Partnership

The Council recognises that it cannot deal with all the issues facing the District alone and has therefore embraced partnership working through the establishment of the Bromsgrove Partnership.

The Bromsgrove Partnership

The Bromsgrove Partnership is the Local Strategic Partnership (LSP) with the lead role of promoting economic, social, and environmental well-being and its function has been to develop the Sustainable Community Strategy following extensive consultation across the District and to drive forward the delivery of the Strategy towards the year 2013. Membership comprises representatives from a wide range of public, private, community and voluntary groups (listed below) and full details can be seen at **Appendix 7:-**

- Weaver PLC (Chair);
- Bromsgrove District Council;
- West Mercia Police;
- County Association of Local Councils;
- Education & Lifelong Learning Representative (NEW College);
- Bromsgrove & Redditch Network;
- Worcestershire County Council;
- Worcestershire Primary Care Trust;
- Bromsgrove District Housing Trust.

The Bromsgrove Partnership therefore is a single body that:

- brings together at a local level the different parts of the public sector as well as the private, business, community and voluntary sectors so that different

initiatives and services support each other and work together to consider specific issues that require a joined up response;

- is a non-statutory, non-executive organisation. It does not replace the existing decision-making mechanisms of each constituent body but works behind the scenes to deliver outcomes;
- operates at a level which enables strategic decisions to be taken and is close enough to individual neighbourhoods to allow actions to be determined at community level;
- supplements the County LSP.

The Bromsgrove Partnership has set itself 6 objectives to match those of the countywide LAA:

- Communities that are safe and feel safe;
- A better environment for today and tomorrow;
- Economic success that is shared by all;
- Improving health and well being;
- Meeting the needs of children and young people;
- Stronger communities.

At its away-day on 12th February 2007, the LSP Board considered local evidence and national priorities on each of the LAA blocks, and as a result, the following priorities were determined and subsequently approved by the Board on 1st March 2007:

- Fear of Crime
- Environment
- Town Centre Redevelopment (including transport: railway station redevelopment and associated issues and community transport)
- Longbridge Regeneration
- Health & Well Being
- Children & Young People
- Older People
- Housing

Each of these priorities has a Theme or Project Group which focuses on delivering the outcomes in the Community Improvement Plan (which is the performance management framework for the LSP). These action plans therefore influence the content of our Capital Programme because the Capital Strategy is linked with the Council Plan, which in turn is linked with the Sustainable Community Strategy.

The Local Government and Public Involvement in Health Act 2007 require the co-operation of Local Authorities with partners and the operation of Local Area Agreements. This is likely to mean an expansion of shared services and joint working between councils and may well impact on future years' capital strategy.

Examples of Successful Partnership Working

The Council actively seeks and encourages joint working with a variety of partners to deliver services, to attract additional funding, and secure community benefits. There are many examples of successful partnership working involving the Council in the years 2003/2007 which include working with:-

- a range of registered social landlords and the grant funding of capital schemes to provide additional affordable housing for the benefit of local people;
- Worcestershire County Council and joint funding to provide the 'Worcestershire Hub', and also the 'One-Stop Shop' Customer Service Centre, in Bromsgrove town centre;
- NEW College for the provision of a new Arts Centre where the college provided the land and the Council provided the building and agreement on a trust arrangement for split use of the facility;
- ASDA where in exchange for a piece of land, ASDA has provided the Council with its first every multi storey car park; and,
- Birmingham City Council and St Modwen on the redevelopment and regeneration of the old MG Rover site at Longbridge.

Other partners include Advantage West Midlands which is playing a key part in developing the former UEF site as part of the A38 high technology corridor, and British Waterways where a joint feasibility study has been carried out relating to increased leisure and tourism access to the canal system from and within Bromsgrove.

The Council recognises that future partnership working will be a key element in delivering successful capital schemes. The continued need to find additional efficiency savings [Gershon 2004] will provide further impetus to review current levels of partnership working and revise practises to achieve benefits across the authority and the District.

Local Area Agreements

The Council is also involved in the Local Area Agreement (LAA) which is a three-year agreement that sets out the priorities for Worcestershire. It is negotiated between government, represented by Government Office West Midlands (GOWM), and a local area, represented by the County and district councils and their partners working through the Worcestershire Partnership. The aim of the LAA is to simplify funding streams and allow the area greater flexibility to address local priorities.

Worcestershire's Local Area Agreement commenced in April 2006. The County LSP agreed to concentrate on establishing the outcomes and performance targets in the first year of the Agreement with a fuller consideration of the re-aligning of funding streams to support the outcomes kicking in from April 2007. The County LSP are currently reviewing priorities and targets to align with the government's new performance frame work which was developed as part of the Comprehensive Spending Review in 2007.

A successful LAA will provide an opportunity for improving future service delivery in a number of ways:-

- Focus on key strategic priorities and measurable outcomes;
- Assist partners to more clearly identify gaps and overlaps in provision;
- Pooling of budgets/resources leading to greater efficiency and effectiveness;
- Enhanced performance management in conjunction with partners, thus enabling a process which is transparent and accountable;
- Simplification of delivery structures and clear accountability and governance arrangements;
- Improved community cohesion through greater engagement of all sectors, notably private, voluntary and community;
- By linking outcomes to a clear identification of needs, based on data from local communities through effective consultation.

Corporate Procurement Strategy

The first phase of improvements identified in the 2005 to 2008 strategy to the procurement processes within the Council have now been completed and a review undertaken to identify further opportunities and actions required over the period 2008 to 2011 to consolidate and continue achieving best value for the Council's revenue and capital spend.

The Council remains committed to best practice, transparency and best value the controls and processes put in place during 2006 to 2008 ensures that internal Contracts Procedure Rules, Standing Orders and UK and EU procurement regulations are complied with and risk is minimised.

The key procurement objectives of the 2008 - 2011 strategy are:- (In no order of priority)

- Continue to identify cashable savings opportunities
- Training and development for officers and members
- Drive planning into the procurement process with officers
- Continue to work with other public sector entities and local authorities in Worcestershire to jointly effect savings/efficiencies
- Identify and utilize existing compliant contracts available to the Council within the wider public sector
- Identifying and implementing further efficiencies
- Support and training for small & medium enterprises and local business
- Full integration of equality & diversity best practice into procurement
- Integration of the Council's sustainability and environmental goals into procurement
- Further development of e-business to achieve savings

Consultation

Consultation across the district is vital if we are to ensure we can deliver the services our residents want. As such, the Council has appointed an officer dedicated to consultation activities and has drawn up a Consultation Policy and associated guidance for officers across the authority to use in order to ensure a consistent approach. All strategies and plans are subject to consultation and they will continue to be revised through consultation, to take account of changing public priorities.

The Council outsourced its existing in-house citizens' panel to SNAP Surveyshop in 2007 in order to establish and maintain a statistically valid Customer Panel. The Panel is surveyed twice-yearly on issues of service delivery and quality of life in the district. Members of the Corporate Communications, Policy and Performance Team have been trained in running Focus Groups with members of the public and a series of Focus Groups will take place in the coming year. The Council also regularly consults with community forums, and other participation groups. In all of the methods used the Council ensures that feedback is given to those consulted so that they are aware that their views are being listened to and acted upon.

It is Council policy that formal consultation with the public will take place on all significant or major capital projects through the Customer Panel, Focus Groups and other activities. Consultation with Focus Groups has taken place this year on the annual capital and revenue budgets for 2008/09, and this will be repeated each year.

The Local Development Framework

This is a strategic plan for the development of the Bromsgrove District over the next 15 to 20 years and Planning Department carry out consultation developers and other interested parties when developing this plan.

Housing

The Council has a good past record for working with its tenants in encouraging participation and meaningful consultation. Since housing transfer took place, the main responsibility for tenant participation has transferred to Bromsgrove District Housing Trust (BDHT) enabling the Council to now concentrate on wider community and partner consultation as a mainstream activity within its strategic housing role.

In respect of housing needs and investment, the Council undertook substantial and varied consultation with residents, registered social landlords, the Housing Corporation, and the voluntary sector and other agencies in developing its Housing Strategy (2006 – 2011). All feedback from this consultation is fed into the policy development process.

The following list provides examples of the consultation work the Council is developing with the whole community, irrespective of whether they are tenants, persons accessing homelessness services or people benefiting from the authorities private sector housing and planning services.

Examples of Key Local Housing Consultations and Partnerships

- Bromsgrove Homelessness Strategy Steering Group;
- Housing Strategy Steering Group;

- Strategic Housing and Principal; RSI Partner Consultation Group.
- Registered Social Landlord (RSL) Liaison Group;
- Bromsgrove Private Landlords Forum.

The Strategic Housing section has a schedule of customer satisfaction surveys that are being carried out on an annual basis spanning the services provided.

The Council will have reached mid term in the life of it's housing strategy during 2008 when further consultation will take place to inform a mid term review of the strategy and update of the action plan.

Examples of Key County Wide Housing Consultation Groups and Partnerships

- Health and Social Care Groups;
- South Housing Market Area Partnership Group and Housing Market Assessment sub group and Member / Officer RHB Briefing Group.;
- North Worcester Care & Repair Agency Consultation Group;
- Supporting People Commissioning Group.

Culture and Community

Culture and Community Services recognise that the operation of facilities and the planning and implementation for activities/service delivery within the department needs to be driven by the outcomes of valid consultation and user feedback. To this end the department has developed a consultation strategy to ensure that the needs of the community are adequately addressed, continuous improvement is achieved and quality of service enhanced based on robust information obtained through consultation.

The following methods of consultation are currently in use within the department: -

- Comments and suggestion systems;
- User questionnaires;
- Consultative and focus groups;
- Council complaints procedure;
- Open meetings;
- User/Non-user general residents survey;
- Open days;
- Meet the manager sessions.

Community Safety

The Council's response to consultation is to identify future investment and service delivery needs so that these may be incorporated as necessary into the capital strategy and other policy documents. This approach has in the past contributed to the identification of capital schemes to improve car parking, leisure facilities and reduce crime, amongst others.

The corporate "Sense of Community" priority is closely matched to the community fear of anti social behaviour and crime taken on board by the community safety team as key deliverables for 2008/09

A key part of the Council's investment in tackling crime and anti social behaviour is its CCTV & lifeline operation. A capital programme has been put in place to start replacing time-expired CCTV cameras in 2008/09. Capital funding is also in place to convert the control room to digital recording and remodel the work area during 2009/10. The aim is to upgrade and replace equipment and systems, to ensure the CCTV operation is 'future proofed' for another 10 years.

Lifeline supports some of the most vulnerable members of the community and has requested capital funding in 2009/10 to replace its current operating system, which cannot support the latest developments in 'telecare' services, and is becoming increasingly problematic to support due to its age.

In 2008/09 a 3 year rolling strategy will commence for Bromsgrove Community Safety Partnership. Reviewed annually, it will be driven by what are the priorities of local communities in the District.

A yearly survey is conducted by West Mercia Police and its community safety partnerships on key issues around fear of crime. A monthly tasking group, supported by a dedicated analyst, prioritises types of crime, disorder and anti social behaviour, together with geographical areas. Partners put together an action plan, resources, and funding to tackle issues highlighted.

The Council seeks the support of voluntary organisations about supporting specific projects and also uses residents and young people focus groups for specific issues.

Partners and Communities Together (PACT) is a scheme that looks at the key issues that have the greatest impact on a ward/ community. Residents prioritise issues and statutory organisations or voluntary groups deliver them.

Neighbourhood Forums are being piloted which brings agencies such as parish, district and county councils, plus key individuals, together to tackle a wide range of localised issues.

All these methods of consultation are used to highlight the community safety concerns of residents. These concerns are analysed and prioritised. Projects to tackle these concerns are developed and submitted for inclusion within the capital programme. The provision of new or additional CCTV cameras is a typical example.

In all of the approaches to consultation the community safety team ensures that feedback is given to those consulted so that they are aware that their views are being listened to and acted upon.

Review of the Capital Strategy

This is the sixth formal Capital Strategy for the Council and will be subject to regular review to ensure that it reflects the Council's priorities and corporate objectives and contributes to the Sustainable Community Strategy.

The new Prudential Code system for control of local authority capital expenditure has been in place since 1st April 2004 which opens up opportunities for borrowing capital

resources to finance capital projects provided the criteria of being affordable, prudent and sustainable is clearly met. In accordance with this development, the Council will be financing some capital expenditure from borrowing in 2010/11 to ensure it continues to deliver its priorities and objectives, and will therefore no longer be a debt free local authority.

The Capital Strategy is a corporate document, owned by both Members and officers, and reflects and supports the wider community and partnership role. It is one part of the bigger corporate management and governance picture and will adapt as the Council evolves.

Jayne Pickering
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COUNCIL VISION VALUES OBJECTIVES & PRIORITIES

Bromsgrove District Council

our Vision our Values and Objectives



Vision
Working together to build a district where people are proud to live and work, through community leadership and excellent services

Values
Leadership
Partnerships,
Customer First and
Equality

Council Objective One Regeneration	Council Objective Two Improvement	Council Objective Three Sense of Community & Well being	Council Objective Four Environment
C01 Priorities Town Centre Housing	C02 Priorities Customer Service	C03 Priorities Sense of Community	C04 Priorities Clean Streets and Recycling



Bromsgrove
District Council
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PROJECTED USE OF CAPITAL RESOURCES

Capital Resource	Balance Available 01/04/07	ADD Estimated Receipts in 2007/08	LESS Revised Budget & Additions & Savings 2007/08	Estimated Balance at 31/03/08	ADD Estimated Receipts in 2008/09	LESS Original Budget 2008/09	Estimated Balance at 31/03/09	ADD Estimated Receipts in 2009/10	LESS Revised Estimate for 2009/10	Estimated Balance at 31/03/10	ADD Estimated Receipts in 2010/11	LESS Revised Estimate for 2010/11	Estimated Balance at 31/03/11
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
All Capital Receipts (Including Low-Cost & Poolable Housing Ring Fenced)	15.000	1.024	5.448	10.576	0.292	8.325	2.543	0.092	1.872	0.763	0.092	1.276	-0.421
Section 106 Funds	1.441	0.086	1.119	0.408	0.367	0.360	0.415	0.222		0.637			0.637
Government Grants - IEG	0.004		0.004	0.000			0.000			0.000			0.000
Government Grants - SCG (DFG's)	0.090	0.281	0.360	0.011	0.281	0.281	0.011	0.281	0.281	0.011	0.281	0.281	0.011
Government Grants - Liveability	0.209		0.209	0.000			0.000			0.000			0.000
Government Grants - Regional Housing Pot	0.217	0.162	0.379	0.000			0.000			0.000			0.000
Other Government Grants & Contributions	0.096		0.086	0.010			0.010			0.010			0.010
BIG Lottery Childrens Programme					0.200	0.200	0.000			0.000			0.000
	17.057	1.553	7.605	11.005	1.140	9.166	2.979	0.595	2.153	1.421	0.373	1.557	0.237



CAPITAL PROGRAMME 2008 - 2011

Schemes by Department	Revised Budget & Additions 2007-08 £	Financing Budget & Additions 2007-08	Original Budget 2008-09 £	Estimate 2009-10 £	Estimate 2010-11 £	Funding of Original Budget 2008/09	Brief Description of Project
Street Scene & Waste Management							
Concessionary Fare Implementation of Smart Cards (Budget carried forward from 2006/07)	20,000	Capital Receipts					To implement smart card operation as part of the concessionary fares scheme
Replacement Pay & Display Ticket Machines	18,000	S106 Off-Site Car Parking Provision					The replacement of seven old pay and display machines with brand new ones using S106 monies from development adjacent to Hanover Street car park.
Depot Services							
Replacement of Fleet Vehicles (Multi Lift Vehicles) (Budget carried forward from 2006/07)	125,000	Capital Receipts					Part of the structured vehicle replacement plan to ensure we can comply with our statutory requirements for mobile litter crews, dog foul bins and fly tipping etc.
Street Cleansing Vehicles & Equipment (Identified within Depot Strategy) (Budget carried forward from 2006/07)	192,000	Capital Receipts					Implementation of the strategy to improve services delivered from the Depot and achieve the outputs required by the Council's Recovery Plan. This scheme is for the purchase of large, mini, & pedestrian controlled sweepers; pick-up vehicles, & trailers. Also replacement of existing vehicles.
Skips for new 18 tonne Depot Multi Lift Vehicles. (Budget carried forward from 2006/07)	20,000	Capital Receipts					Skips for the new 18 tonne Multi Lift vehicles now planned for purchase in 2006/07. Will be utilised by all Depot services.
Replacement of 2 Large Mechanical Sweepers	140,000	Capital Receipts					The replacement of the two existing mechanical sweepers.
Improvements to Depot Site. (£43,846 of budget carried forward from 2006/07)	93,846	Capital Receipts					Physical improvements to Depot yard and stores to meet HSE recommendations and create suitable parking arrangements for fleet.
New Tipper Vehicle for Hit Squad			25,000			Capital Receipts	

Street Scene Depot Vehicle Replacement Programme (Refuse Collection)	63,000	Capital Receipts	12,500	273,000	13,500	Capital Receipts	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.
Street Scene Depot Vehicle Replacement Programme (Street Cleaning)	85,000	Capital Receipts	186,000	146,000		Capital Receipts	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.
Street Scene Depot Vehicle Replacement Programme (Recycling)	540,000	Capital Receipts	0	13,000		Capital Receipts	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.
Street Scene Depot Vehicle Replacement Programme (Commercial Services)			106,000	13,000		Capital Receipts	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.
Street Scene Depot Vehicle Replacement Programme (Garage Services)	59,000	Capital Receipts	1,000	15,000	25,000	Capital Receipts	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.
Street Scene Depot Vehicle Replacement Programme (Highways)	21,000	Capital Receipts	22,500	500	1,000	Capital Receipts	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.
Street Scene Depot Vehicle Replacement Programme (Grounds)	123,000	Capital Receipts	58,500	102,000	53,500	Capital Receipts	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.
Street Scene Depot Vehicle Replacement Programme (Multi-lift Vehicle)	17,000	Capital Receipts		12,000		Capital Receipts	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.
SUB-TOTAL	1,516,846		411,500	574,500	93,000		
Culture & Community Services							
Dolphin Centre Hot Water System Replacement	45,000	Capital Receipts					Ongoing maintenance inspections have revealed health and safety risks with the hot water system at the Dolphin Centre and urgent replacement is now required. Work is to be carried out at the forthcoming closure of the Centre.
Children's Play Schemes (funded by BIG Lottery Children's Programme funding)			200,000			Lottery	The money from the BIG Lottery shall contribute to the following schemes; Wythall Play Project - a new adventure play area at Wythall Park, a more innovative/natural play facility at Hollywood Lane Play Area and an improved toddler/young children's play area at May Farm Close. Rubery - a new MUGA. Sidemoor - additional risky play items at King George play area.

District Wide Provision/Enhancements of Sports Facilities			360,000			S106 Culture & Community	
Recreation Grounds							
New Park at Barnsley Hall (Budget carry forward from 2006/07). Part funded from Liveability Fund.)	204,766	Gov't Grant Liveability					The scheme includes creation of a new public open space/Park following the conveyance of a field from the Health Authority that was subject to a Section 106 agreement (Town & Country Planning Act). The scheme involves ground works to reinstate football pitches, additional landscaping to encourage wildlife, a new access road, car parking and infrastructure to serve proposed changing room facility (recommendation of the Playing Pitch Strategy 2003).
New Park at Barnsley Hall (Budget carry forward from 2006/07) Part funded from Capital Receipts.	10,000	Capital Receipts					
Regeneration of two Allotment Sites (Budget carry forward from 2006/07). Funded from Government Liveability Fund.	4,000	Gov't Grant Liveability					The budget is for the regeneration of two allotment sites.
Callowbrook Park (Rubery) Improvement Scheme. (Budget carried forward from 2006/07)	50,000	S106 Culture & Community					To provide improved leisure facilities at the park for children/teenagers. Officers are currently considering the feasibility of schemes in consultation with the young people of Rubery in association with the police, youth service and ward members. The aim is to run the scheme in parallel and complementary to the improvements identified to St. Chads Park (Rubery) that is being funded from external grant (Liveability) monies.
Sports Development							
Wythall Teenage Sports Facility Scheme. (£65k of budget carried forward from 2006/07)	80,000	S106 Culture & Community					To provide an openly accessible area for teenagers to meet, participate in casual use football and other sports activity. The aim is to provide opportunities for diversionary activities to help curb localised anti social behaviour identified in Wythall. Officers are currently considering feasibility option sites in association with local stakeholders e.g. police, school, youth service.

Leisure/Sports Centres							
Dolphin Centre - Replacement of Pool Plant. (Budget carried forward from 2006/07)	55,000	Capital Receipts					The scheme is for the refurbishment of the Swimming Pool Plant at the Dolphin Centre which has been identified as requiring replacement as part of a recent Pool Plant Condition Survey. Scheme is to ensure we operate our pools to the required environmental standards and avoid deterioration in pool water quality. The scheme has been deferred to 2006/07 so that the pool only has to be closed down once at the same time as Dolphin Phase 2 Upgrade.
Dolphin Centre Upgrade to Fitness Suite (Revised 2007/08 Scheme)	850,000	Capital Receipts					Enhancement of health and fitness facilities at the Dolphin Centre, to result in additional usage and income generation.
Contribution Towards New Catering Equipment at the Dolphin Centre	45,000	Gov't Grant (PSA Perf Reward)					
Community Services							
Restoration of Memorial Headstones in Bromsgrove Cemetery (Budget carry forward of £15k from 2006/07)	15,000	Capital Receipts					To restore/erect the memorial headstones that are currently laid down further to the Risk Assessment previously undertaken. Headstones shall be restored to sustain their historical and structural integrity and site signage replaced.
Other Schemes							
Hunters Hill School Blackwell. Contribution towards New Indoor Sports Facilities (Budget carry forward from 2006/07.)	129,500	Capital Receipts					Capital grant towards the provision of a new Sports Hall
Barnsley Hall - Requisition of Land & Provision of new Play Area. (Budget carry forward from 2006/07.)	79,000	S106 Culture & Community					Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.
Belbroughton - Improving Play Facilities. (Budget carried forward from 2006/07)	19,370	S106 Culture & Community					Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.
Blackwell - Relocation of Play Area. (Budget carried forward from 2006/07)	40,000	S106 Culture & Community					Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.



Bromsgrove Town FC - Portable Goals for Lickey End Recreation Ground. (Budget carry forward from 2006/07)	1,700	S106 Culture & Community					Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.
Catshill - Refurbishment of Horse Course Play Area	50,000	S106 Culture & Community					Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.
Charford Section 106 Schemes. (Budget carried forward from 2006/07)	100,000	S106 Culture & Community					Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.
King George V Playing Fields - Floodlights for existing Multi Use games area. (Budget carried forward from 2006/07)	30,000	S106 Culture & Community					Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.
Oakhalls - New Play Area. (£40k budget carried forward from 2006/07 + £25k 2007/08 budget increase)	65,000	S106 Culture & Community					Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.
Alvechurch Youth Scheme	90,000	S106 Culture & Community					The project is to enhance the provision of youth facilities in the Alvechurch area following resident's consultation of local needs.
Bromsgrove Youth Scheme	70,000	S106 Culture & Community					The project is to enhance the provision of youth facilities in the Bromsgrove area following resident's consultation of local needs.
Tutnall & Cobley - Access Improvements	25,000	S106 Culture & Community					The project is to enhance the access to Tardebigge Community Hall to support/ expand the provision of services provided.
Community Safety							
Upgrading of C.C.T.V. Facilities at St Chads Park Rubery. (Budget carried forward from 2006/07)	18,215	Capital Receipts					Upgrade to CCTV and the multi channel link.

Replacement of CCTV Equipment			164,000	290,000	79,000	Capital Receipts	The project is the replacement of all of the Districts CCTV cameras on a 3 year rolling programme to commence in 2008/09, the cameras were designed for a 10 year lifecycle and are due for replacement. Replacement of 26 CCTV cameras and domes in Bromsgrove Town Centre. Replacement of 19 CCTV cameras in Town Centre, Alvechurch, Barnt Green, Hagley, Rubery & Sanders Park. Upgrade the CCTV Control Room to Digital Recording and future proofing for the next 10 years. New monitor wall, display systems and interior building works.
SUB-TOTAL	2,076,551		724,000	290,000	79,000		
<u>Financial Services</u>							
Purchase Order Processing System (Part funded from Capital Receipts) (Budget carried forward from 2006/07)	44,623	Capital Receipts					The scheme is for the provision of a cost effective and efficient IT based Purchase Order Management System as a replacement for existing manual methods. The Council is required to have an e-procurement system in place by December 2005 both to meet the national procurement agenda and its commitments in IEG statements submitted to central government as part of the e-government agenda.
SUB-TOTAL	44,623		0	0	0		
<u>Human Resources & Organisational Development</u>							
- New HR Information & Management System. (Budget carried forward from 2006/07)	30,000	Capital Receipts					To provide the Council with a modern Human Resources system which will enable both efficient and effective monitoring of its staff and provide information to support performance indicators. The system will provide a flexible approach in order to facilitate the changing role of the Council, assist management users to be continually aware of staffing implications, and enable the Council to meet current and future e-government targets.
SUB-TOTAL	30,000		0	0	0		

Policy & Performance							
Customer Feedback System (Complaints)	20,000	Capital Receipts					As per Cabinet Report (Dec 2006) the system (software and server) will enable us to properly manage, track and respond to complaints. The purchase of such a system is consistent with our Improvement Plan and the Customer first Strategy.
Contribution towards Stages 3 & 4 of Bromsgrove Station Re-Development	25,000	Capital Receipts					
SUB-TOTAL	45,000		0	0	0		
Planning & Environment Services							
Mandatory Disabled Facilities Grants (DFG's) - Private & BDHT Grants (Funding by BDC)	550,489	Capital Receipts	382,000	399,000	411,000	Capital Receipts	Budget for Disabled Facilities Grants which became mandatory under the provisions of Section 23 of the 1996 Act for works facilitating access to and around the dwelling, and for the provision of certain facilities within the dwelling.
Mandatory Disabled Facilities Grants (DFG's) - Private & BDHT Grants (60% Government Specified Capital Grant (SCG) Funding)	370,511	Gov't Grant DFG-SCG	281,000	281,000	281,000	Gov't Grant DFG-SCG	
Town Centre Development	10,000		100,000	100,000	100,000	Capital Receipts	
New Toilet Block in Town Centre			174,000			Capital Receipts	
Energy Efficiency Grants Home Insulation Project			25,000			Capital Receipts	<p>The Energy Efficiency Home Insulation Project will enable free cavity wall and loft insulation to dwellings that fulfill the following criteria:</p> <ul style="list-style-type: none"> - Occupants are 65 and over - The dwelling is owner occupied or privately rented - The property is within Council Bands A-E <p>Qualification for assistance is also dependant upon there being access to loft space and the construction being suitable for cavity wall treatment. Based upon an average installation being in the region of £600, the budget would insulate 40 plus homes.</p>

Low Carbon – Renewable Energy Grants			10,000			Capital Receipts	Low Carbon Renewable Energy Grants of up to £1k will be made available to encourage the installation of renewable energy systems to homeowners accessing the Government grant scheme which assists in meeting the costs of installing solar panels, wind turbine generators and ground heat source energy systems. This is a Countrywide Scheme developing to support one of the agreed Housing Priorities under the LAA.
Private Sector Renewal Grants							
Discretionary Home Repair Assistance & Housing Renewal Grants (Private Sector Only)	161,000	Capital Receipts £62k, Gov't Grant - Regional Housing Pot (£20k c/fwd from 2006/07, £79k 2007/08)	164,000	168,000	173,000	Capital Receipts	The Council's Strategy & Policy relates to the implementation of new services designed to improve housing quality, energy efficiency & health and social well being by improving poor standard, unfit or empty dwellings and by enabling people to remain in their own homes. This scheme forms part of our agreed private sector housing strategy.
Strategic Housing							
Retained Housing							
Houndsfield Lane Caravan Site - Improvements (Budget carried forward from 2006/07.)	10,000	Housing Retained Capital Receipts (Debt Free)					Refurbishment of amenity blocks on caravan site.
Upgrading of Houndsfield Lane Caravan Park			110,000			Capital Receipts	The scheme is to upgrade the caravan site to modern standards.
Homeless Hostels Schemes							
Homeless Hostel Re-modelling Scheme	765,000	Various					Grants to RSL's to support and subsidise the provision of Affordable Housing Development in the form of rented tenure. On 6th September 2006 Executive Cabinet approved in principle the de-commissioning of Wythall Hostel, the proceeds of which are to be re-invested into the Hostel re-modelling scheme.
Strategic & Enabling Housing Schemes							
4 Houses on garage sites (Grafton, Foxwalks) (Budget carried forward from 2006/07)	55,200	S106 Affordable Housing					Grant funding of 4 houses for letting at affordable rents by Rooftop Housing Association development at a former garage site.

Affordable Housing Schemes							
Grants to Principal Preferred Partners (BDHT / W Mercia) for the development of affordable housing in the District.			350,000			£114k 'Low Cost' Ring Fenced Capital Receipts, £227k Capital Receipts, £9k 'Debt Free' Housing Capital Receipts.	Local authority grant budget for allocation to the Council's Principal Preferred Registered Social Landlord (RSL) Partners to assist in the development of affordable housing in the District. Funding will be allocated to schemes proposed by the RSL that:- - Meet housing need as identified by the Strategic Housing Section; - Are Affordable; - Provide good Value for Money; - Provide meaningful opportunities for tenant participation; - Provide quality and accessible housing management; - Provide good standards of affordable housing.
Grants to RSL's - General (Includes £40k budget carried forward from 2006/07)	77,000	Capital Receipts - (Ring Fenced for Low Cost & Shared Ownership Hsg) £40k + Gov't Grants Strat Hsg Pot. £37k	40,000				A second phase of the refurbishment and modernisation of the four hostels that continue to be owned by the Council. The 4 hostels provide a total of 35 rooms of temporary accommodation for a variety of homeless applicants whilst they are either having their application assessed, being provided with temporary accommodation for a period, seen reasonable for them to find alternative accommodation (where full duty is not owed to the client) or where the council has accepted its duty to rehouse and is seeking to secure them permanent accommodation. The hostels are in constant use and average over 90% occupancy. The 4 premises require extensive refurbishment including window replacement, bathroom fitting replacement, floor replacement, kitchen refurbishment, outhouse and storage unit re-roofing and external works.
Grants to RSL's - Housing to Rent (New Build) - Barrington Road (Budget carried forward from 2006/07)	29,270	S106 Affordable Housing £26,270 + Hsg Capital Receipts Debt Free £3k					The provision of Local Authority Grant to a Registered Social Landlord to fund the provision of additional units of affordable housing within the District through new build. Method - New Build. Tenure - Rented. Property Type - General Needs Housing.
Grants to RSL's - Housing to Rent (New Build) - Ryfields Road (Budget carried forward from 2006/07)	19,000	S106 Affordable Housing					



Grants to RSL's - Low Cost Housing (Includes £160k budget carried forward from 2006/07)	182,000	Capital Receipts - (£160k & £11k Ring Fenced for Low Cost Hsg + Hsg Capital Receipts (Debt Free) £11k					The provision of Local Authority Grant to a Registered Social Landlord to fund the provision of additional units of affordable housing within the District. Tenure - Low Cost/ Shared Ownership. Property Type - General Needs Housing. Funding- To be funded from capital receipts received and ringfenced for low cost housing schemes.
Grants to RSL's - Housing for Rent - Redgrove School (BDHT) (Budget carried forward from 2006/07)	96,000	Capital Receipts - Ring Fenced for Low Cost					
Grants to RSL's - Grant for Buy Backs (BDHT) (Budget carried forward from 2006/07)	104,000	Capital Receipts - Ring Fenced for Low Cost					
Extra Care Sheltered Housing - Gilbert Court, Charford.	1,000,000	Capital Receipts					The provision of Local Authority Grant to a Registered Social Landlord towards the joint commissioning or the remodelling and provision of 27 additional units of affordable housing and community facilities within the planned remodelling of Gilbert Court Sheltered Housing Scheme to Extra Care Standard. Tenure- Rented (79) shared ownership (8) Low Cost Sale (5). Property Type - Housing for older people. Funding- Funding from capital receipts, approved by Executive Cabinet on 28.09.05.
Grant to BDHT to enable development of 17 Flats (Flavel Rd, Charford) (Allocation from West Mids Regional Housing Pot Grant) (Budget carried forward from 2006/07)	100,000	Gov't Grant Regional Housing Pot					The Government Office West Midlands has made a cash allowance to housing authorities who are debt free to spend generally on housing capital projects. The £217k allocation has been allocated to 8 separate projects which were approved by Executive Cabinet on 1st Nov 2006.
Grants to owners of Houses in Multiple Occupation (regulatory standard in Fire Precautions and Energy Efficiency) (Allocation from West Mids Regional Housing Pot Grant) (Budget carried forward from 2006/07)	30,000	Gov't Grant Regional Housing Pot					The Government Office West Midlands has made a cash allowance to housing authorities who are debt free to spend generally on housing capital projects. The £217k allocation has been allocated to 8 separate projects which were approved by Executive Cabinet



Choice Based Lettings Capital Implementation Cost (Allocation from West Mids Regional Housing Pot Grant) (Budget carried forward from 2006/07)	37,000	Gov't Grant Regional Housing Pot					The Government Office West Midlands has made a cash allowance to housing authorities who are debt free to spend generally on housing capital projects. The £217k allocation has been allocated to 8 separate projects which were approved by Executive Cabinet
Energy Efficiency Home Insulation Project (Allocation from West Mids Regional Housing Pot Grant) (Budget carried forward from 2006/07)	30,000	Gov't Grant Regional Housing Pot					The Government Office West Midlands has made a cash allowance to housing authorities who are debt free to spend generally on housing capital projects. The £217k allocation has been allocated to 8 separate projects which were approved by Executive Cabinet
SUB-TOTAL	3,626,470		1,636,000	948,000	965,000		
Legal Equalities & Democratic Services							
Remedial Work to Council Buildings following Stock Condition Surveys			286,000	207,000	284,000	Capital Receipts	Condition surveys were undertaken in September and October 2007. These surveys categorised the necessary remedial work to bring the buildings up to satisfactory condition. The categories identified are:- 1 - Urgent Work. 2 - Essential Work. 3 - Desirable Work. and 4 - Long Term Routine Maintenance.
Alterations to Council Buildings in compliance with DDA	150,000	Capital Receipts	150,000			Capital Receipts	Enable the Council to deliver structural and other alterations to council buildings over a 3 year period as required by the Disability Discrimination Act and following the review of accessibility by SCOPE. The works required have been identified in order to ensure that our buildings and services can be accessed by all of our customers and will ensure we are DDA compliant.
Replacement Electoral Software (Budget carried forward from 2006/07)	15,000	Capital Receipts					Replacement of the current IT electoral software with a more reliable alternative.
Disabled Discrimination Act Improvements (Budget carried forward from 2006/07)	7,582	Capital Receipts					To ensure the final stages of all works to council buildings will be completed to the 2005/06 target of 100% compliance to the Act. To comply with statutory legislation within all council buildings.
Case Management System	14,000	Capital Receipts (Spend to Save Scheme)					Provide a solution for managing legal case loads and increase capacity for operating shared service arrangements. Increase workload within existing SLA with external customer. In turn this would enable the department to investigate further opportunities for the delivery of the service to third parties.
CCTV Provision at Council House	20,000	Capital Receipts					Provision of CCTV facilities at the Council House.
SUB-TOTAL	206,582		436,000	207,000	284,000		

E-Government & Customer Services							
Councillors Remote Access			25,000			Capital Receipts	Standardise on the ICT equipment provided to Councillors. Enabling a more efficient service and remote support capability.
Increase Bandwidth for Internet Link			10,000			Capital Receipts	Increase in the available internet bandwidth. This will speed up access for current remote and home workers such as Councillors and shop mobility staff. It will also provide more capacity to increase the numbers of remote workers.
Spatial IT Scheme (Local Authority Modernisation Programme) (Budget carried forward from 2006/07)	384,818	Capital Receipts	5,793,000			Capital Receipts	The Spatial Project is a modernising programme involving the procurement of new integrated software to enable the transformation of service delivery and the achievement of full compliance with national E-Government priority outcomes.
Corporate Budget for IT Upgrades (£3,362 of budget carried forward from 2006/07)	43,362	Capital Receipts					Scheme is for refreshing Corporate Desktop (provision of laptops, new visual display units & central processing units, but not servers, to ensure we are capable of handling future new software applications) (additional to existing upgrade budget requirements).
Internet/Intranet Development (IEG) (Budget carried forward from 2006/07)	3,640	Gov't Grant IEG					This scheme is the complete refresh of the web and updates. Provide a common solution for the intranet and internet content management system. Ensure ongoing maintenance of the system. Comply with all national standards for local government websites. Provide an on-line communication tool and payment facilities to the citizens of Bromsgrove. To assist with the delivery of the following e-Government indicators:R1, R3, R5, R6, G3, R7, R9, R10, R12, G12, R15, R23, R24 and G20. These are described within the business case. Future proof the website for at least 3 years. Provide a solution that is flexible to citizen requirements
Government Connect Scheme (Budget carried forward from 2006/07)	30,000	Capital Receipts					Government Connect is a scheme which Bromsgrove DC has already signed up to. This is a national citizen authorisation programme whereby citizens have a unique reference which allows access to their local council's IT systems. E.g. enable them to review their council tax balances on-line.



Replacement of desktop print fleet at the Council House and Depot	75,000	Capital Receipts (Spend to Save Scheme)					Review of existing print fleet and facilities within the Council House and Depot by NRG, Danwood Group and Xerox under the OGC buying solutions compliant framework contract. Report and proposals for multifunctional devices received from all three companies and NRG selected a preferred bidder based on commercial evaluation of the 3 proposals submitted.
Provision of a Queue Management system at the CSC	30,000	Capital Receipts					Provide a solution for managing customer flow within the Customer Service Centre and in particular the disparate queue that forms in the area in front of the service desks. Provide customers with information regarding where they should wait, their position in the queue and which service desk they should attend.
SUB-TOTAL	566,820		5,828,000	0	0		
Support Service Recharges							
SUPPORT SERVICES RECHARGES TO CAPITAL (To be recharged over all schemes in 2008/09, 2009/10 & 2010/11)	127,000	Capital Receipts	130,000	133,000	136,000	Capital Receipts	
SUB-TOTAL	127,000		130,000	133,000	136,000		
TOTAL FOR ALL EXISTING SCHEMES	8,239,892		9,165,500	2,152,500	1,557,000		

Funding:

Capital Receipts	6,114,435		8,324,500	1,871,500	252,000
Capital Receipts & Borrowing	0		0	0	1,024,000
Section 106 Receipts	1,118,540		360,000	0	0
Government Grants	1,006,917		281,000	281,000	281,000
BIG Lottery Childrens Programme	0		200,000	0	0
Total	8,239,892		9,165,500	2,152,500	1,557,000

ASSET MANAGEMENT GROUP

Strategic Objectives and Group Responsibilities

1. STRATEGIC OBJECTIVES

To support the Council's Vision, Objectives and Priorities the group has been set the following as its strategic objectives for asset management:

- To ensure that the Council's asset portfolio support the delivery of its service and objectives.
- To meet the challenge of working in an environment of change.
- To ensure that all assets are demonstrably managed in the most economic, efficient and effective manner.

From these strategic objectives the asset management plan must ensure procedures are implemented and performance measures adopted such that all operational assets must be:

- In the right location to allow customers to access the service and staff to deliver it.
- In good condition to the extent that services can be provided from them in a comfortable environment for both staff and customers without interruption.
- Suitable and sufficient for the purpose for which they are being used in terms of size, type and layout of accommodation – including accessible to people with disabilities.
- Flexible to the extent that they can be adapted economically to adjust to changing services needs, including sharing with partners in service delivery.
- Able to demonstrate “value for money” in terms of balance between efficiency in operation, running costs and long term sustainability.
- Able to convey a positive image of the Council and for the service being provided.
- Able to contribute something positive to the immediate environment, particularly where there is a need for physical regeneration of the locality.
- Good examples of sustainable development if new or extensively refurbished.
- Maintained in such a way so as to minimize reactive maintenance by improving planned maintenance arrangements.
- Managed to mitigate their impact on and effect of climate change.

All non operational assets must be:

- Able to make the maximum contribution to service revenue budgets in terms of rental income; and / or
- Able to make a positive contribution to the social wellbeing of the community either through its presence as a heritage asset or through use by others such as voluntary groups, charity organizations or small businesses.

- Retained reasons of strategic importance, such as to influence the physical and economic regeneration of the District.

When assets are considered for acquisition it should be for the following reasons:

- They are able to contribute towards the provision of the Council's services.
- A strategic acquisition for redevelopment or tactical purposes.
- To facilitate economic development.
- To generate revenue income.

A cost benefit analysis and risk assessment will be prepared as part of the decision making process in connection with the acquisition of assets.

2. GROUP RESPONSIBILITIES

The Group is responsible for:

- The strategic management of the Council's assets.
- Ensuring that the Council's use and management of its corporate property assets is efficient and effective.
- Reviewing the Council Plan, Council Results, Community Strategy and other associated plans and strategies including service business plans with a view to identifying property implications including future service property requirements and aspirations.
- Considering the recommendations of service reviews and internal or external audits.
- Considering the responses of suitability surveys undertaken by the Property and Facilities Manager.
- Considering responses to the consultations of stakeholders regarding the Asset Management Plan.
- Reviewing data gathered for property performance indicators and from benchmarking exercises and implementing actions required in order to improve performance as necessary.
- Monitoring the amount of surplus and unoccupied properties, unlet investment property and instigating any necessary action
- Considering asset related projects for inclusion in the capital programme.
- Seeking and considering examples of best practice in asset management in the public and private sectors.
- Ensuring that the requirements of service departments including housing, recreational, planning, or corporate needs, and in support of the delivery of those needs taking into account best value principles and corporate priorities.
- Meeting the corporate objectives of the Council insofar as the same are influenced by Asset Management.
- Reviewing land and property holdings to determine ways and means of achieving the Council's objectives through the sale, acquisition, or letting of land, as appropriate.

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- To assess the Council's accommodation requirements, based on strategic aims, statutory service provision, Council objectives, and service delivery priorities
- To assess the extent, type, condition, accessibility, and performance of the existing asset portfolio to ensure that it is sufficient, suitable, and fit for purpose
- To ensure continual improvement in asset management, with the establishment of priorities for future investment.
- Considering alternative uses for land and property holdings, as appropriate.
- The maximisation of income from asset holdings.
- The application of robust procedures to the proposed acquisition of assets.
- The maximisation of returns from disposal of surplus assets.
- Updating annually the Asset Management Plan for submission to Corporate Management Team.

Day to day responsibility for property and property matters lies with the Corporate Property Officer, within Legal Equalities and Democratic Services. The Corporate Property Officer is supported by the handling of responsibility for service-specific operational property by the Heads of Service / service managers of particular departments as follows:

Head of Culture & Community Services

- Parks & Open Spaces
- Cemeteries
- Museum & Tourist Information Centre

Head of Street Scene & Waste Management

- Council's Depot
- Public Conveniences

DEPARTMENTAL CAPITAL INVESTMENT STRATEGIES

Planning and Environment Services Strategy

The Planning and Environment Services Department comprises the regulatory services of Development Control (and enforcement), Strategic Planning including the Local Development Framework, Trees and Conservation, Building Control, Environmental Health Commercial and Pollution, Licensing, Economic Development Administrative support services and also the Council's Strategic Housing and Enabling role.

Planning Strategy

The department has been very successful in the previous years in obtaining Government funds under the Planning Delivery Grant after meeting performance targets on the processing of planning applications, and for planning policy work. This funding has been used for both capital and revenue purposes. Capital schemes have included equipment for producing digital maps and the acceptance of electronic plans which are requirements under e-Government, and presentational equipment in the Council Chamber.

A number of new capital schemes are required but they have not been progressed because they do not meet the Council's current capital priorities.

Environment Services Strategy

There are currently no requirements for capital schemes.

Housing Strategy

In 2004, housing in Bromsgrove took a major step forward in transferring its Council housing stock to a newly created, non profit making housing association, Bromsgrove District Housing Trust (BDHT). The Large Scale Voluntary Transfer of stock provided an opportunity to enable significant service improvements for tenants and additional funding to achieve the Decent Homes Standards for which a programme of delivery is well under way.

Successful completion of the transfer enabled the Council to focus its full attention on its strategic housing role, to ensure that those in need have an opportunity to access good quality, affordable housing in a safe environment.

In developing our housing strategy, the Council involves our local community, partners and other agencies in developing the local priorities that link to regional and national priorities. The Council recognise that it cannot 'deliver the goods' in isolation and that partnership working is crucial to our success.

The Council has arrived at four key housing priorities that have been ranked in the order identified from our consultation process and are focused on balancing the housing market, meeting housing needs and help to contribute to improving the social and economic infrastructure of the District.

The four housing priorities are:-

- **Priority 1 – Addressing the Shortage of Affordable Housing**
 - Focusing on achieving a well balanced housing market and a consistent and appropriate supply of affordable housing to meet urban and rural needs, making best use of planning powers and the resources available
- **Priority 2 – Improving the Quality and Availability of Private Sector Housing**
 - To achieve sustained decent housing conditions, a strong, well managed private rented sector, improved energy efficiency of domestic homes and increased availability and accessibility of privately rented accommodation offering people more choice.
- **Priority 3 – Addressing Homelessness**
 - Promoting a continued co-ordinated approach to the ongoing provision of early intervention preventative and support services for the homeless and an improved supply of permanent accommodation to reduce the use of temporary accommodation. Increased access to privately rented housing for the homeless is targeted to help achieve this and to maintain our minimal use of Bed & Breakfast accommodation.
- **Priority 4 – Assisting Vulnerable Groups to Live Independently**
 - Aimed at enabling people who are vulnerable through age, disability or life experience to live independently, within the community. Promotion of healthy, safe and independent living through improved housing conditions, home safety & security checks and by creating the right environment through improvements and adaptations and linked action to enable older people to be discharged from hospital more rapidly through more efficient home adaptation.

The Council's housing strategy embraces planning and delivering homes for the whole community through strong partnership working in assessing needs, integrating housing with economic development, building relationships with providers and further engaging the local community in plans for new development. Key elements include a well managed private rented sector which is a fundamental part of meeting housing needs, the enforcement of standards in housing, in particular houses in multiple occupation, and support and encouragement to private landlords in increasing the supply and choice in housing.

Implementation of the strategy has been strengthened through the review of the Registered Social Landlords (RSLs) with whom the council works and the formalisation of a Preferred RSL Partnership within which BDHT/West Mercia are identified as the Councils Principal RSL partners.

The Council was awarded Government Grant of £217k for the financial year 2006/07 and £162k for 2007/08 from the Regional Housing Capital Pot under the 'safety net'

arrangements for use on a range of schemes that support Private sector Housing improvements, energy efficiency work and affordable housing schemes.

The Capital Programme for 2008 to 2011, and the current financial year 2008/09, includes various new housing schemes totalling some £0.5m, and the completion of several schemes commenced in 2007/08, funded from Section 106 Planning agreement resources, general capital receipts and 'ring fenced' housing capital receipts, consisting of:-

- Retained Housing (Houndsfield Lane Caravan Site);
- Homeless Hostels Re-modelling schemes (completion of 2007/08 scheme);
- Affordable Housing Schemes (Grant funding of schemes);
- Extra Care Sheltered Housing (Gilbert Court) (completion of 2007/08 scheme).

The Capital Programme also includes the following grants which are financed by a combination of Government grants and general capital receipts:-

- Mandatory Disabled Facilities Grants (DFG's);
- Discretionary Home Repair Assistance & Housing Renewal Grants.

See the Capital Programme shown at **Appendix 3**.

Future Housing Investment Strategy

Following the sale of the housing stock and having transferred most of its diminishing land holdings to Registered Social Landlord's (RSL's) for the development of affordable housing, the Council is faced with a prospect of considerably reduced capital receipts in future years.

The Council's planning moratoria for private development and its policy of favouring 'on site' provision' in preference to accepting commuted sums indicate that future capital receipts from Section 106 Planning agreements, which has been utilised to finance affordable housing schemes, is likely to decline.

There is an ongoing increase in demand for assistance through Disabled Facilities Grants which is partly financed by Government grants and the Council is therefore investigating schemes that in time become self funding or that explore new sources of financing. The Council has increased capital resources for the allocation of discretionary private sector housing renewal grants and has developed a repayment condition to these grants linked to fluctuations in property values, which will enable an element of future recycling of the investment.

The Council has reviewed its investment priorities and continues to fund a Housing Capital Programme that includes a programme of allocating development grant to enable RSL's to provide affordable housing across the range of tenures (rented, shared ownership and low cost housing). The programme reflects the identified housing needs of the district which indicates that up to one third of housing need can be met through intermediate housing options.

In addition to the use of Section 106 commuted sums, the Council has made a longer term partnership commitment with BDHT to invest one million pounds of its capital receipts into social housing through the joint funding of an extra care housing scheme in Bromsgrove.

The BDHT / West Mercia partnership works closely with the Council upon the development of affordable housing and assists with schemes such as the replacement of hostel accommodation with higher quality self contained dwellings from their housing stock for use by homeless people.

This financial strategy has the benefit of impacting upon all four of the Councils housing priorities:

- **Priority 1 – Affordable Housing**
 - By potentially releasing the hostel sites as assets for sale or re investment in the provision of additional affordable housing;
 - By potentially releasing four sites on which additional affordable housing could be built;
 - By contributing funding towards the development of 27 additional dwellings within the proposed Extra Care Housing Scheme;
 - By enabling move on from under occupied family dwellings.
- **Priority 2 – Private Housing**
 - By enabling low cost and shared ownership housing options to be provided within the proposed Extra Care Scheme.
- **Priority 3 – Homelessness**
 - By enabling the phased replacement of hostel accommodation for the homeless with self contained dwellings of a higher standard dispersed in the community.
- **Priority 4 – By assisting Vulnerable groups to live independently**
 - By joint funding the provision of 27 additional units of extra care housing and enabling the re-modelling of 65 existing dwellings to the higher extra care standard.

Recycling of Capital Grants

The Council intend to recycle our grant following the same model as the Housing Corporation's proposed operation of recycled capital grant. So where the Council assists an RSL with grant towards affordable housing development, it is made a condition that a proportion of any future capital receipt from the sale of a property, or 'staircasing' to a greater proportion of ownership, is recovered by the authority for re-investment in affordable housing.

Culture and Community Services Strategy

Sport and active recreation have long been recognised as an important part of modern life, which can provide a contribution to healthy communities, building safe, strong & sustainable communities, economic vitality & workforce development and meeting the needs of children & young people.

Sport, active recreation and art are a major influence on people's lives in terms of what they watch, their lifestyle choices and even what they wear. It impacts on virtually every level of our local community and plays a vital role in defining the life/identity of local residents.

Culture & Community Services currently provides/operates the following services for local residents, the Dolphin centre, Haybridge sports centre, Spadesbourne suite, sports & art development, parks, play areas, open spaces, fairs, cemeteries, tourist information centre, CCTV, Lifeline and the management of the Community Safety Partnership.

As part of the corporate improvement plan a large number of changes have occurred within the Council to allow it to deliver its corporate objective and priorities.

The creation of the Culture and Community Services department which brought together the former Leisure Services department, Community Safety, CCTV and the Lifeline operation, has allowed the service to focus it's planning, implementation and delivery of services to address the corporate objective 03 Sense of Community & Well Being and its priority of Sense of Community, and the C02 objective of Improvement and It's priority of Customer Service by creating individual service and team improvement plans and focusing attention on the key elements of service delivery.

The community safety, sports & arts development teams will be focusing on the Council's values of Leadership and Partnership working by endeavouring to enhance their current work and by responding the needs of the community. The sports, parks & events teams will be focusing their attention on the value of Equality and be looking to expand the number of community events/activities we directly deliver or facilitate across the district for all local residents.

The aim of the Council is to ensure that there is a suitable mix of cultural and leisure activities and opportunities which are accessible to all sections of the community including arts, parks and open spaces, play areas, and sports facilities and opportunities.

Service Aims

Culture & Community Services (C&CS) – Are committed to providing high quality, cost effective and efficient services which meet the needs of the community and contribute to the delivery of the Council Plan, and its objectives and priorities.

These values are supported by the individual services areas vision statement as follows:

Sports Services - To provide high quality sport and active recreation opportunities throughout the District that are accessible to everyone by removing social and financial barriers to participation, promoting continuous improvement, originality and excellence in all that we do.

Parks and Community Services - To provide a diverse range of parks, open spaces, play and community events that meet the needs of the local residents and promote a sense of community & well being.

Community Safety - To make the community feel safe, help the vulnerable & those at risk by working with and influencing partner organisations to meet the aims of the Community Safety Partnership and Bromsgrove District Council.

We are committed to promoting and developing equality and diversity, both within our work programmes and in our work with partner organisations.

To achieve equality and diversity we need to:

- Take account of the needs of different groups or communities within any given priority group;
- Adopt the recommended practices of equal opportunities and managing diversity;
- Address issues of fairness in the workplace and the way in which services are allocated and delivered;
- Acknowledge and respect diversity.

External Links - to establish and contribute to partnerships including the Local Strategic Partnership, which can provide a contribution to:

- Improving the health of the local community;
- Build safe, strong & sustainable communities;
- Promote economic vitality & workforce development; and
- Meet the needs of children, young people & the vulnerable.

Raising the Profile - to promote Bromsgrove, the Council and Culture & Community services to everyone who lives, works, visits or attends school or college in the district by providing high quality services which meet the needs of local residents.

Objectives for 2008/09

As part of the corporate business planning and the service level team planning process a number of key deliverables for 2008 / 2009 including the following items that may impact upon future capital programmes: -

- Increase participation in sport, leisure, active recreation & culture activities;

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- Review the current events/activity programmes operated by the service and look to expand the range of events in line with the Council Plan;
- Implement the CCTV improvement action plan and camera replacement programme, to enhance service delivery;
- Ensure that the sports centres transfer is undertaken and that the trust that is established effective and efficient.
- Develop a sports strategy for Bromsgrove in consultation with partners.
- Address anti-social behaviour and fear of crime with in the district.
- Prepare a response to the PPG17 audit of the District.

The capital programme for 2008 – 2011 contains a number of key projects for Culture and Community Services including:-

- Enhancement of a number of children's play areas across the district;
- Provision of a new sports facilities/pitches across the district;
- Improvements to the Council allotment provision.
- Upgrading of the CCTV systems.

Future years schemes are likely to include: -

- Additional sport facilities with in the District;
- Additional/replacement play facilities across the District

Community Safety

Community Safety is part of Culture and Community Services Department and Its main focus is via Bromsgrove Community Safety Partnership which was formed in 1998 as a result of the Crime and Disorder Act of 1998. It has a statutory duty to improve community safety in Bromsgrove District.

The Partnership works through a three year strategy, the current one of which runs from April 2005 to March 2008. It is made up of statutory partners:-

- West Mercia Police;
- Fire & Rescue Service;
- Redditch & Bromsgrove Primary Care Trust;
- Worcestershire County Council; and
- Bromsgrove District Council;
- Other partners including representatives from the Voluntary Sector and BEM Group.

Community Safety capital schemes are mainly for the provision/replacement of Closed Circuit Television systems (CCTV) for which the Council has received Government Home Office capital grants in previous years. Schemes recently completed include CCTV systems at Wythall and Alvechurch railway stations, with additional funding from Central Trains, Hagley Playing Fields, with additional funding from Hagley Parish Council and Wythall and Drakes Cross scheme funded from the Council's capital resources.

There are currently five priorities for action in the current three year Strategy:-

- Reducing comparator crime in seven key areas by 17.5% during next three years;
- Reduce the Fear of Crime and Anti Social Behaviour to ensure Bromsgrove is safe place to live and work;
- Achieve Cleaner, Greener and Safer Public Spaces;
- Reduce the harm of Drugs & Alcohol;
- Realise the potential of our Young People.

Street Scene & Waste Management Strategy

The department delivers the following services to a population of 91,600 people and 37,647 households (Council Tax Register) within Bromsgrove:-

- Refuse collection;
- Recycling collections;
- Bulky Waste service;
- Trade Waste service;
- Street Cleansing;
- Abandoned vehicles;
- Fly-tipping;
- Cesspool emptying service;
- Highways and general works team;
- Grounds Maintenance;
- Fleet Management;
- Garage services;
- Waste policy and promotions;
- Business Support unit;
- Parking Operations;
- Transportation issues;
- Street furniture and Naming;
- Land Drainage/watercourses; and
- Concessionary Fares.

Approx 140 employees are employed by the Department to deliver a minimum of 7 million customer interactions per year through the above services.

The Depot has suffered over the last 10 years from significant underinvestment. The Council has however invested heavily in its refuse and recycling fleet financed mainly through Government grant funding, and within the last year its street cleansing fleet. Operational practices have now been reviewed and in general are improving against progressive and high performing Council.

A capital programme for the Depot has been developed which will ensure that there are sufficient funds for vehicle replacements in future year. A well-managed fleet is fundamental to the delivery of effective services.

Whilst the life expectancy of the fleet is known at the time of purchase the Council has failed in the past to schedule a robust renewals programme. The proposed Capital Programme however now introduces a schedule of vehicle replacement over a 10 year period which will ensure that the department does not deteriorate into a situation where vehicles become dilapidated shabby and reflecting a poor Council image. This failing of earlier years has been recognised and a new approach has been adopted.

Resources Strategy

Support Services

The Council's support services comprise the following departments:-

- E-Government & Customer Services;
- Legal, Equalities & Democratic Services;
- Financial Services.
- Human Resources & Organisational Development;

Prior to 2005/06 the Council invested insufficient capital resources into the support services particularly in relation to departmental IT computer systems where existing systems were either out of date or non-existent with reliance having to be placed on manual effort.

This was recognised in the financial year 2005/06 which saw the commencement of the £1.8m IT Infrastructure scheme which delivered a sound platform to enable the Council to introduce modern efficient working practices thereby delivering potential savings. This was followed in 2006/07 by commencement of the £6.3m Spatial IT project (see E-Government & Customer Services below for further details) and other smaller schemes.

Other new IT developments include a case management system for Legal section, a queue management system at the Customer Services Centre, and replacement of desktop printers at the Council House and Depot. It is also planned to acquire a new Human Resources Information and Management System.

A Purchase Order Payments IT system (POPS) has been introduced and is currently being rolled out across the Council which is capable of dealing with commitment accounting, electronic purchasing, and will streamline the procurement/creditor payments processes and be a step on the way towards the paperless office. The Radius Cash Receipting/Income system has also been upgraded.

E-Government & Customer Services

Following the end of the Implementing Electronic Government (IEG) initiative in 2005 the Council's ICT function continues to play a central role in delivering modern, fit for purpose public services.

It is essential that the ICT function supports business activity across the Council by installing and implementing new systems. In turn this will lead to new ways of working and delivering services to our customers.

It is recognised that further substantial capital investments are necessary to enhance and modernise the Council's ICT resources and new schemes have been developed and included in the latest Capital Programme.

The estimated capital expenditure on IT related schemes in 2008 – 2011 is £5.8m.

Ongoing schemes continuing into 2008 – 2011 include:

The Spatial Project

A modernising programme involving the procurement of new integrated software to enable the transformation of service delivery and the achievement of full compliance with national E-Government outcomes.

The project covers how we will organise our corporate datasets to give the Council clean, accurate and usable data that will form the cornerstone of developing our services. We are proposing radical transformation that will affect all service areas and enhance all points of delivery to our citizens.

General IT Upgrades

A rolling corporate programme of ICT desktop replacement.

New Bids for 2008 – 2011 include:

High Priority

Councillors Remote Access

Standardise Councillors ICT equipment to enable a more efficient service and remote support capability.

Increase Bandwidth for Internet Link

A scheme to provide an increase in the available internet bandwidth. This will speed up access for current remote and home workers such as Councillors and staff. It will also provide more capacity to increase the numbers of remote workers.

Medium/Low Priority

IP Telephony

This would enable customers to dial one number and it be routed either to a desk phone, mobile number or external land line. Voice, video and web conferencing would also be available. Staff could listen to e-mails over the telephone.

Vault Storage System

A system to facilitate the archiving of corporate documents and email.

For 2008 - 2011 the Council has approved the high priority schemes only.

Project Initiation Document 2008 – 2011

Bids for Capital Resources in the 2008 – 2011 Capital Programme

1 Purpose

The purpose of the Project Initiation Document (PID) is to provide the detailed financial appraisal for the recommended option for a new capital project, which has already received approval and been included in the Capital Programme.

Funds will only be released after approval by the Head of Financial Services and the Portfolio Holder for Finance after the receipt of a robust financial appraisal/business case for the project.

Prepared by:

Date:

2 Details of Proposed Capital Scheme

Title of Scheme:

Start Year:

3 Background

Briefly provide the reason for this project, Council requirements, meeting Council aims etc.

3.1 Definition

Briefly state what the project is and what it will deliver.

3.2 Current Position

Investigation has found the current position to be (Summary and Bullet points):

Current position:

The deficiencies are (Summary and Bullet Points):

Deficiencies:

The consequential risks arising from these deficiencies are (Summary and Bullet Points):

Consequential risks:

4 The Proposal

This PID considers (enter number of) options: (alternatives considered including doing nothing).

List option 1 – (one line description only)

List option 2 – (one line description only)

Etc.

Options Considered:

4.1 Costs

Brief details (very summarised) of each options costs (possibly estimated costs):

Cost of Options Considered:

Option recommended and reason:

Recommended Option:

4.2 Value for Money

Explain how the recommended option achieves Value for Money (please include forecast improved performance targets and/or customer service measures where appropriate) and attach copies of your Option Appraisals:

4.3 Service Business Plan

Explain how the recommended option achieves the Objectives of your Departmental Business Plan:

4.4 Support for the proposal

The key drivers in developing this recommendation are

Driver	Consideration

4.5 Overview of the proposal

Brief details with no more than 4 bullet points:

1. Cash Flow of Proposed Scheme

Element	Cash Flow £'000			
	Year 1	Year 2	Year 3	Year 4

Contract Payments Equipment Consultants Fees In-house fees Allowance for support services recharges for the scheme Other costs (specify)				
Total Capital Cost	0	0	0	0
Additional Income (describe) This should include the possibility for matched funding (e.g. SRB, ERDF, Co-Financing etc.)				
Total Capital Income	0	0	0	0
Net Capital Cost	0	0	0	0

2. Asset Management

The number of years useful life for the capital asset for depreciation purposes	Years
Estimated residual value of the asset at the end of its useful life	£0

APPENDIX 6

3. Revenue Impact of Proposed Scheme

Element	Cost £'000			
	Year 1	Year 2	Year 3	Ongoing

Employee Costs (describe purpose) (Do not include Internal Design / Supervision Costs) Maintenance Costs Loss of interest on capital expenditure @ 5.00% of total scheme Other Costs (describe purpose)				
Total Revenue Cost				
Income / Savings (describe)				
Total Revenue Income / Savings				
Net Revenue Impact				

4. The 'Council Plan'

The 'Council Plan' approved by Executive Cabinet sets out the following Vision, Objectives and Priorities for the Council which are underpinned by two 'strap lines' for the public and for staff ('Building Pride' & 'Zero to Hero'). These criteria will be used for considering bids for Capital resources in the Capital Programme from 2007/08.

5. Justification

In order for funds to be released the bid for capital resources must demonstrate a measurable return on investment. Briefly complete the appropriate section(s) below in support of your bid. (Bullet Points) All sections are to be completed, for objectives which do not apply enter 'Not Applicable'.

APPENDIX 6

6. Vision

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

How will the funds requested be used to help the Council achieve its Vision?

7. Council Objectives

How will the funds requested be used to help the Council achieve its Objectives (enter details for each relevant priority)?

1. Regeneration

Priority – Town Centre

Priority – Housing

Regeneration:

2. Improvement

Priority – Customer Services

Improvement:

3. Sense of Community and Well Being

Priority – Sense of Community

Sense of Community and Well Being:

4. Environment

Priority – Clean Streets & Recycling

Environment:

APPENDIX 6

8. Values

How will the funds requested be used to help the Council achieve its Values?

1. Leadership
2. Partnerships
3. Customer First
4. Equality

Values:

9. Performance Improvement

How will this investment help to improve performance? Please list the PI's that will be affected and the expected change.

PI's:

10. Asset savings

Will this investment generate asset savings e.g. being able to dispose of an asset as a result of this investment?

STRUCTURE OF THE LOCAL STRATEGIC PARTNERSHIP BOARD

