

BROMSGROVE DISTRICT COUNCIL

CABINET

4TH MARCH 2009

CAPITAL STRATEGY 2009- 2012

Responsible Portfolio Holder	Councillor Geoff Denaro
Responsible Head of Service	Head of Financial Services

1. Summary

- 1.1 This report is to present to Members the updated Capital Strategy for Bromsgrove District Council for 2009-2012. The Strategy brings together the work undertaken by the Council in recent years on the Sustainable Community Strategy and Council Plan, which together set out a vision for Bromsgrove for 2009 and beyond.

2. Recommendation

- 2.1 It is recommended that:
- i) Executive Cabinet recommend the Capital Strategy to Council for approval.

3. Background

- 3.1 The Capital Strategy document sets out how Bromsgrove District Council aims to use its capital resources to achieve its vision for Bromsgrove of 'Working together to build a district where people are proud to live and work, through community leadership and excellent services', and the key strategic policies, values, objectives and priorities agreed in the Sustainable Community Strategy, Council Plan and Improvement Plan.
- 3.2 Within the Capital Strategy the Council wishes to see cross cutting themes to improve the social, economic and environmental well being of the area by creating opportunities for improving health, reducing crime, providing high quality employment and developing leisure and tourism in the District.
- 3.3 The Council's approved Capital Programme for 2009/10 – 2011/12 reflects the key aims and objectives of the Council and asserts the Council as community leaders to lever in additional investment and add value to the programme.

4. Financial Implications

- 4.1 The financial implications of the Capital Programme as identified in this report are included in the Medium Term Financial Plan 2009/10 - 2011/12 which was approved by Council on 20th January 2009.

5. Legal Implications

- 5.1 There are no legal implications.

6. Council Objectives

- 6.1 Those projects described in the Capital Strategy which have been included within the Capital Programme have been aligned to the corporate objectives and priorities as part of the approval process. Schemes included in the Capital Strategy are intended to improve and widen the services provided, and improve the operational efficiency of the Council.

7. Risk Management

- 7.1 The control of risks associated with the delivery of a well managed capital programme is included in the corporate risk register. The individual project planning will assess risks that may be evident during delivery and will be managed via departmental risk registers and the programme board.

8. Customer Implications

- 8.1 Approved capital projects have been assessed in line with Council objectives and priorities, and demonstrate improvements in customer service where appropriate.

9. Equalities and Diversity Implications

- 9.1 There are no direct equalities and diversity implications for the Capital Strategy document. All capital schemes included in the Capital Programme are selected to achieve the strategic policies, values, objectives and priorities agreed in the Sustainable Community Strategy, Council Plan, and Improvement Plan. The consultation which is carried out with those persons and organisations representing the residents of the District in the formulation of the Sustainable Community Strategy and Council Plan will therefore have included the implications for equalities and diversity.

10. Value for Money Implications

- 10.1 The delivery of a well managed, both operationally and financially, capital programme is fundamental to achieving good value for money and ensuring that residents receive services they expect within the anticipated cost and timescale.

11. Other Implications

Procurement Issues – All expenditure relating to the approved projects included in the Capital Strategy will be subject to the Council procurement rules.
Personnel Implications – Implications will be included as part of project management planning.
Governance/Performance Management - Implications will be included as part of project management planning.
Community Safety including Section 17 of Crime and Disorder Act 1998 - Implications will be included as part of project management planning.
Policy - Implications will be included as part of project management planning.
Environmental - Implications will be included as part of project management planning.
Equalities and Diversity - Implications will be included as part of project management planning.

12. Others Consulted on the Report

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

13. Wards Affected

13.1 All wards.

14. Appendices

Appendix 1 – Capital Strategy 2009 - 2012

Background Papers

Capital Programme 2009/10 – 2011/12
Medium Term Financial Plan 2009/10 – 2011/12
Departmental Service Plans

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Bromsgrove

Capital Strategy 2009-2012



BROMSGROVE DISTRICT COUNCIL

Capital Strategy 2009 – 2012

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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 2009 – 2012.

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

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

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

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

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

Background

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

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

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

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

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

The Council's Capital Programme for 2009 – 2012 reflects the key aims and objectives of the Council and asserts the Council as community leaders to lever in additional investment and add value to the programme.

Comprehensive Performance Assessment

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

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

improvement in the performance of the Council. As a consequence, the CPA process scheduled for September 2004 was deferred.

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

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

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

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

The Audit Commission carried out a Comprehensive Performance Assessment of the Council during late February/ early March 2007 which was based on levels of performance in the year 2005/06. The results were published in June 2007, and as expected the Council was given an official CPA rating of 'Poor'. A new Improvement Plan which took into account the comments received from the Audit Commission was approved in July 2007. A further CPA assessment has been carried out in November 2008, for which the results are still awaited, however we expect the rating to be fair, with a 3 for prioritisation which is key to this strategy.

In 2009 the CPA assessment criteria will be superseded by Comprehensive Area Assessment (CAA). CAA will look at how well local services are working together to improve the quality of life for local people. For the first time, local public services will be held collectively to account for their impact on better outcomes. This means that CAA will look across councils, health bodies, police forces, fire and rescue services and others responsible for local public services, which are increasingly expected to work in partnership to tackle the challenges facing their communities.

Organisational Structure

Direct Management Responsibility

Chief Executive

Assistant Chief Executive

Corporate Communications, Policy and Performance

Executive Director (Services)

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

Executive Director

Planning & Environment and Key Partnerships and Projects

The Planning Process

The **Sustainable Community Strategy 2007-2010** was published in November 2007 and it focuses on the way in which services are delivered and how they can be improved for everyone's benefit. The Strategy was compiled by key strategic partners in response to the outcomes of extensive consultation undertaken across the District and the Strategy sets out the vision of partners representing the community of Bromsgrove District. The delivery of the Sustainable Community Strategy is managed by the Local Strategic Partnership (LSP), whose membership consists of key senior representatives from the public, private and voluntary and community sectors. (See page 19 for a list of partners).

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

The new **Council Plan 2008 – 2011** sets out the Council's strategic direction for the next three years and how we will contribute to the Sustainable Community Strategy in terms of delivery. The Council Plan is updated every year with a 2009-2012 plan due to be published in March. The Council plan is a key document for the Capital Strategy as it sets out the Council's Priorities and key deliverables for the next three years and provides the strategic backdrop for the budget round. The key plans and strategies which influence the objectives of the Council Plan are:

➤ **The Council Results:**

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

➤ **Annual Service Business Plans:**

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

➤ **Asset Management Plan:**

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

➤ **Management Development Strategy:**

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

These are supported by a range of community engagements mechanisms like the budget jury, customer panel, Equalities and Diversity Forum, Disabled Users Group, focus groups, PACT meetings and Local Neighbourhood Partnerships.

Prioritising Capital Investment

Vision, Objectives, Priorities and Values

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

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

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

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

The rationale for selecting each priority is:

Regeneration

This Council Objective can be defined as:-

- Improving the physical fabric of the District, in particular, the town centre.
- Improving the living environment of the vulnerable, in particular, eliminating fuel poverty, reducing the gap in serious accidental injury and the indoor living environment in so far as it affects respiratory health (cold, damp, indoor pollution).
- Ensuring quality and choice in the local housing market across all tenures with the availability of sufficient decent, affordable and sustainable housing to meet the needs of all of the District’s residents including those with special housing needs.
- Ensuring a strong, prosperous and competitive local economy which creates wealth in order to support the level of investment required to close the gap of inequality; contributes to the region’s economy and enable people to improve their quality of life.

- Securing public and private investment in the above factors in order to lever in sufficient investment to tackle these issues.
- Improving household incomes through increasing economic activity by promoting enterprise and entrepreneurship and the take up of employment opportunities through improved access to jobs, employment growth (both public and private) and improving people's skills (both young people's and adults). Where people are genuinely unable to work ensuring that people take up the full benefits to which they are entitled.

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

- *Town Centre*
- *Housing*

Improvement

This Council Objective can be defined as:-

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

Sense of Community and Well Being

This Council Objective can be defined as:-

- Ensuring the District's residents have a good cultural "offer" which encourages a sense of community.
- Providing effective community leadership.

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

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

- *Sense of Community*

Environment

This Council Objective can be defined as:-

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

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

- *Clean Streets and Climate Change*

Council Values

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

- Leadership
- Partnerships
- Customer First
- Equality

Capital is a finite resource and a strict policy therefore is adopted for approval of capital schemes. For the Capital Programme 2009 – 2012 Heads of Service made bids for the inclusion of new capital schemes based on requirements identified in their service business plans, which were then ranked as ‘High’, ‘Medium’ or ‘Low’

priority by the Corporate Management Team, after considering each scheme's impact on the Council's corporate objectives and priorities. Only those bids which were ranked as 'High' have received Council approval as they are directly linked to priorities.

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

Capital Strategy Priorities for Years 2009/10 – 2011/12

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

COUNCIL OBJECTIVE 1 - REGENERATION
Priority – Town Centre
<ul style="list-style-type: none"> ➤ Redevelopment of Bromsgrove Town Centre £200k ➤ Replacement of CCTV Equipment £79k ➤ New Toilet Block in Town Centre £174k
<p><i>Also includes:</i></p> <ul style="list-style-type: none"> ○ <i>Street Scene Depot Vehicle Replacement Programme – (Commercial, Garage, Ground Maintenance, Recycling, Refuse Collection, Street Cleaning Services) – (See Clean Streets & Climate Change)</i> ○ <i>Community Transport – (See Sense of Community)</i> ○ <i>Spadesbourne Brook & cleansing of Water Courses – (See Clean Streets & Climate Change)</i>
Priority – Housing
<ul style="list-style-type: none"> ➤ Provision of Discretionary Home Repair Assistance & Housing Renewal Grants £263k ➤ Grants to partners for the development of Affordable Housing in the District £700k ➤ Provision of Disabled Facilities Grants £1.230m ➤ Upgrading of Houndsfield Lane Caravan Park £204k
COUNCIL OBJECTIVE 2 - IMPROVEMENT
Priority – Customer Service
<ul style="list-style-type: none"> ➤ Remedial Work to Council Buildings following Stock Condition Surveys £100k

COUNCIL OBJECTIVE 3 - SENSE OF COMMUNITY & WELL BEING

Priority – Sense of Community

- New Park at Barnsley Hall £215k
- District Wide Provision/Enhancements of Sports Facilities £360k
- Community Transport £75k
- Parks & Cemeteries £45k
- Lifeline kit replacement PNC5 £54k
- Access improvements to allotment sites £20k

COUNCIL OBJECTIVE 4 - ENVIRONMENT

Priority – Clean Streets and Climate Change

- Depot Vehicle Replacement Programme (Commercial Services) £13k
- Depot Vehicle Replacement Programme (Garage Services) £40k
- Depot Vehicle Replacement Programme (Grounds) £273k
- Depot Vehicle Replacement Programme (Multi-lift Vehicle) £12k
- Depot Vehicle Replacement Programme (Recycling) £13k
- Depot Vehicle Replacement Programme (Refuse Collection) £1.271m
- Depot Vehicle Replacement Programme (Street Cleaning) £146k
- Spadesbourne Brook and cleansing of Water Courses £25k
- Wheeled bins for co-mingled collections £473k
- Replacement recycling vehicles £670k

Also includes:

- *Town Centre Development – (See Town Centre)*
- *New Toilet Block in Town Centre – (See Town Centre)*

Corporate Capital Finance Strategy

Following a number of years of being debt free the approved Capital Programme requires the Council to start funding capital expenditure by borrowing in 2010/11 because existing capital balances will have been utilised and opportunities for obtaining capital receipts in the future will be limited.

Estimate of Capital Receipts Remaining after Current Capital Programme
(excluding the effect of unspent 2008/09 budgets carried forward to 2009/10)

At 01/04/2009	At 01/04/2010	At 01/04/2011	At 01/04/2012
£3.4m	£0.986m	-£0.765m	-£1.865m

See **Appendix 2** for a detailed breakdown of capital receipts.

It is estimated that at 1st April 2009 £3.4m of capital receipts and £0.4m of s106 funds will be available for financing the Capital Programme, but the precise amount

will not be known until the accounts have been closed for the year 2008/09. These figures exclude the carry forward of any unspent budgets from 2008/09 to 2009/10 which however can be ignored when considering the availability of resources because they are already committed.

The Prudential Code

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

The impact on the Revenue Account in relation to the approved programme 2009 – 2012 is £7k in 2010/11 and £73k in 2011/12. The interest is charged into the accounts from the year of borrowing with the principal charged in the year following acquisition.

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

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

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

The Council's Capital Programme for 2009 to 2012 totals £7.1m and is financed from a combination of capital receipts, Government grants, Section 106 planning agreement funds, and prudential borrowing. See **Appendix 3** for full details.

Asset Management

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

Membership comprises:

- Corporate Property Officer (Chairman)
- Facilities Manager
- Representative from Financial Services
- Representative from Street Scene and Community

- Representative from e-Government and Customer Services
- Representative from the County Council as part of the Service Agreement to provide professional valuation support and advice.

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

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

The Corporate Property Officer is responsible for:

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

The AMP is therefore the key document for ensuring that all capital assets are fit for purpose and used effectively, and on 1st October 2008 the Council approved a new Plan for the period 2009/10 to 2011/12.

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

Bromsgrove District Council is a significant property owner within the District and the AMP is prepared in order to provide a framework that will optimise the use of property assets in terms of service benefits and financial return in order to support

the Council's priorities and corporate objectives. Regular condition surveys will highlight areas where capital investment is required and provide the links to the Capital Strategy, Capital Programme, and Medium Term Finance Plan. Other linked plans and strategies include the Sustainable Community Strategy, the Procurement Strategy, the Customer Care Strategy, and individual service business plans.

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

- Clear corporate responsibility for strategic asset management.
- How the Council will support the delivery of its Vision, values, objectives and priorities.
- Assurance that the assets are suitable and sufficient for the services provided and continue to be so.
- A performance measurement system which relates to the Council's corporate objectives.

In the latest 2009 – 2012 Capital Programme the Council will invest £7m in the creation and improvement of its assets which include:-

- A new toilet block in Bromsgrove town centre,
- Remedial work to Council buildings,
- Development of a community transport system,
- Recreation grounds, children's play schemes & allotments,
- Replacement of vehicles & plant.

Departmental Services Strategies

Each department has its own objectives in delivery of the capital programme which links into the Council's Capital Strategy and these can be seen at **Appendix 5**.

The Capital Investment Process

Comprehensive Spending Review

Following the efficiencies required under the Gershon review the Government released the Comprehensive Spending Review to include a 3 year settlement on grant to Local Authorities. In addition there is a requirement to deliver 3% year on year cashable efficiency savings which should be delivered by transforming services provided by Local Government and by improving procurement practices within the Councils. Bromsgrove has recognised the need to improve the value for money of our services and the medium term financial plan 2009/10-2011/12 identifies the savings to be realised from transforming the Council and the improved procurement regime.

The Capital Programme

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

When the previous year's final capital expenditure is reported to Executive Cabinet approval is sought to carry unspent budgets forward to the new financial year on

schemes where unavoidable delays have occurred, and at this time the original budget is revised to include such unspent budgets. Also at this stage any other new schemes which have been approved since the original budget was agreed, are also added to the revised budget.

A flexible approach is followed and new schemes may be added to the capital budget during the year, following submission of a detailed, robust business case to include savings generated from the project and approval by Full Council. Normal practice is however that most new schemes receive approval for inclusion in the Capital Programme prior to the start of each year. Schemes can also be rescheduled within the Capital Programme if necessary.

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

A scheme will:-

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

Scheme selection and prioritisation

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

- Members of the Executive Cabinet, and the Corporate Management Team (CMT) meet to shape priorities for the forthcoming year following community consultation, to drive the budget process and the formulation of service business plans;
- Capital schemes are identified as part of the business planning process and are included in service business plans;
- Basic feasibility studies are undertaken;
- Heads of Service submit a Capital Funding Request Form to allow an initial assessment to be made of each capital bid, and to seek approval from the CMT to develop a business case and detailed financial appraisal as part of the formal request for funding;

- The initial bids are considered by the Council's CMT and are ranked into high, medium and low priority categories;
- CMT will agree the scheme bids to be included in the draft capital programme for consideration by Members having regard to the merits of each scheme and the overall level of resources available;
- The Scrutiny Steering Board is consulted together with the budget jury before finalising the Capital Programme;
- It is Council policy that it consults with the citizens of Bromsgrove on the capital budget proposals through the Customer Panel and focus groups, and in accordance with this, consultation took place with focus groups on the annual capital and revenue budgets for 2009/10;
- Executive Cabinet considers the budget proposals and agree the formal Capital Programme for approval by the Council;
- For all new approved capital schemes Heads of Service are required to complete a full Project Initiation Document (PID) and subsequent Business Case which includes the following essential elements (see **Appendix 6**):
 - Details of proposed scheme;
 - Reason for the project;
 - A definition of what the project is and what it will deliver;
 - The current position and deficiencies found;
 - The risks arising out of deficiencies found;
 - The different options available including doing nothing;
 - Brief details of the costs of each option;
 - The option recommended and reasons why;
 - How the recommended option achieves value for money;
 - How the recommended option achieves the objectives of the business plan;
 - The key drivers in developing the recommendation;
 - An overview of the proposal;
 - A cash flow of the recommended scheme;
 - Depreciation period for the capital asset;
 - Revenue impact of proposed scheme;
 - Demonstration of how the project meets the Vision, Values and Objectives;
 - How the project will help to improve performance;
 - Details of any asset savings generated e.g. a disposal.
- New capital schemes are signed off before commencement by the Executive Cabinet Portfolio Member for Finance and the Head of Financial Services on receipt of a robust PID (business case), before approval will be given.

Project Management

Budget holders and budget managers control their capital schemes using the Council's approved Project Management Framework. The use of the Framework and key projects are overseen by the Council's Programme Management Board, chaired

by the Chief Executive and administered by the Corporate Communications, Policy and Performance Team. The Framework is based on eight output documents which are split into three discrete areas:- project initiation, project implementation and project close. The document outputs are categorised as follows:

Project Initiation

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

Project Implementation

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

Project Closure

- Closure Report including lessons learned

Financial Monitoring of Capital Schemes

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

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

Bench marking:

In order to get the best out of our Capital Strategy it is important that the Council bench marks. The Council does this in the majority of cases by demonstrating competition in procurement.

Performance Management:

The Council has introduced a robust framework of performance management over the last 3 years. Individual service plans identify the statutory and local performance indicators to be monitored by the department and members. These indicators are monitored monthly by Corporate Management Team and Performance Board and quarterly by Cabinet where they are integrated with the financial position of the Council.

New capital schemes are proposed with the aim of achieving the Council's Vision, Values, Objectives and the capital appraisal process requires the identification of related performance indicators which will be impacted by each proposed scheme.

The success of many schemes can therefore be evaluated by monitoring the movement of such related indicators.

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

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

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

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

Key Partners in the Development of this Strategy

The Local Strategic Partnership

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

The Bromsgrove Partnership

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

- Bromsgrove District Council (Chair – Roger Hollingworth, Leader of the Council);
- Private Sector Representative (Vice Chair – John Morgan)
- West Mercia Police;
- County Association of Local Councils;
- Education & Lifelong Learning Representative (NEW College);

- Bromsgrove & Redditch Network;
- Worcestershire County Council;
- Worcestershire Primary Care Trust;
- Bromsgrove District Housing Trust.

The Bromsgrove Partnership therefore is a single body that:

- brings together at a local level the different parts of the public sector as well as the private, business, community and voluntary sectors so that different initiatives and services support each other and work together to consider specific issues that require a joined up response;
- is a non-statutory, non-executive organisation. It does not replace the existing decision-making mechanisms of each constituent body but works behind the scenes to deliver outcomes;
- operates at a level which enables strategic decisions to be taken and is close enough to individual neighbourhoods to allow actions to be determined at community level;
- supplements the County LSP.

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

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

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

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

Each of these priorities has a Theme or Project Group which focuses on delivering the outcomes in the Community Improvement Plan (which is the performance management framework for the LSP). These action plans therefore influence the

content of our Capital Programme because the Capital Strategy is linked with the Council Plan, which in turn is linked with the Sustainable Community Strategy.

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

Examples of Successful Partnership Working

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

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

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

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

Local Area Agreements

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

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

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

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

Corporate Procurement Strategy

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

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

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

- Continue to identify cashable savings opportunities
- Training and development for officers and members
- Drive planning into the procurement process with officers
- Continue to work with other public sector entities and local authorities in Worcestershire to jointly effect savings/efficiencies
- Identify and utilize existing compliant contracts available to the Council within the wider public sector

- Identifying and implementing further efficiencies
- Support and training for small & medium enterprises and local business
- Full integration of equality & diversity best practice into procurement
- Integration of the Council's sustainability and environmental goals into procurement
- Further development of e-business to achieve savings

Community Engagement

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

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

It is Council policy that formal consultation with the public will take place on all significant or major capital projects through the Customer Panel, Focus Groups and other activities. Consultation with Focus Groups has taken place this year on the annual capital and revenue budgets for 2009/10, and this will be repeated each year.

The Local Development Framework

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

Housing

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

In respect of housing needs and investment, the Council undertook substantial and varied consultation with residents, registered social landlords, the Housing

Corporation, and the voluntary sector and other agencies in developing its Housing Strategy (2006 – 2011). All feedback from this consultation is fed into the policy development process. During 2008 the Council jointly commissioned a Bromsgrove Housing Market Assessment with BDHT and RSL partners to inform the Housing investment priorities for the District. The outcome of this and the Mid Term Housing Strategy Consultation events held in November 2008 have updated and informed the Housing Strategy Action Plan.

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

Examples of Key Local Housing Consultations and Partnerships

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

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

Examples of Key County Wide Housing Consultation Groups and Partnerships

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

Street Scene and Community

Community Services

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

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

- Comments and suggestion systems;
- User questionnaires;
- Consultative and focus groups;
- Council complaints procedure;
- Open meetings;

- User/Non-user general residents survey;
- Open days;
- Meet the manager sessions.

Community Safety

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

The corporate "Sense of Community" priority is closely matched to the community fear of anti social behaviour and crime taken on board by the community safety team as key deliverables for 2009/10

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

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

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

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

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

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

All these methods of consultation are used to highlight the community safety concerns of residents. These concerns are analysed and prioritised. Projects to tackle these concerns are developed and submitted for inclusion within the capital programme when required.

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

Review of the Capital Strategy

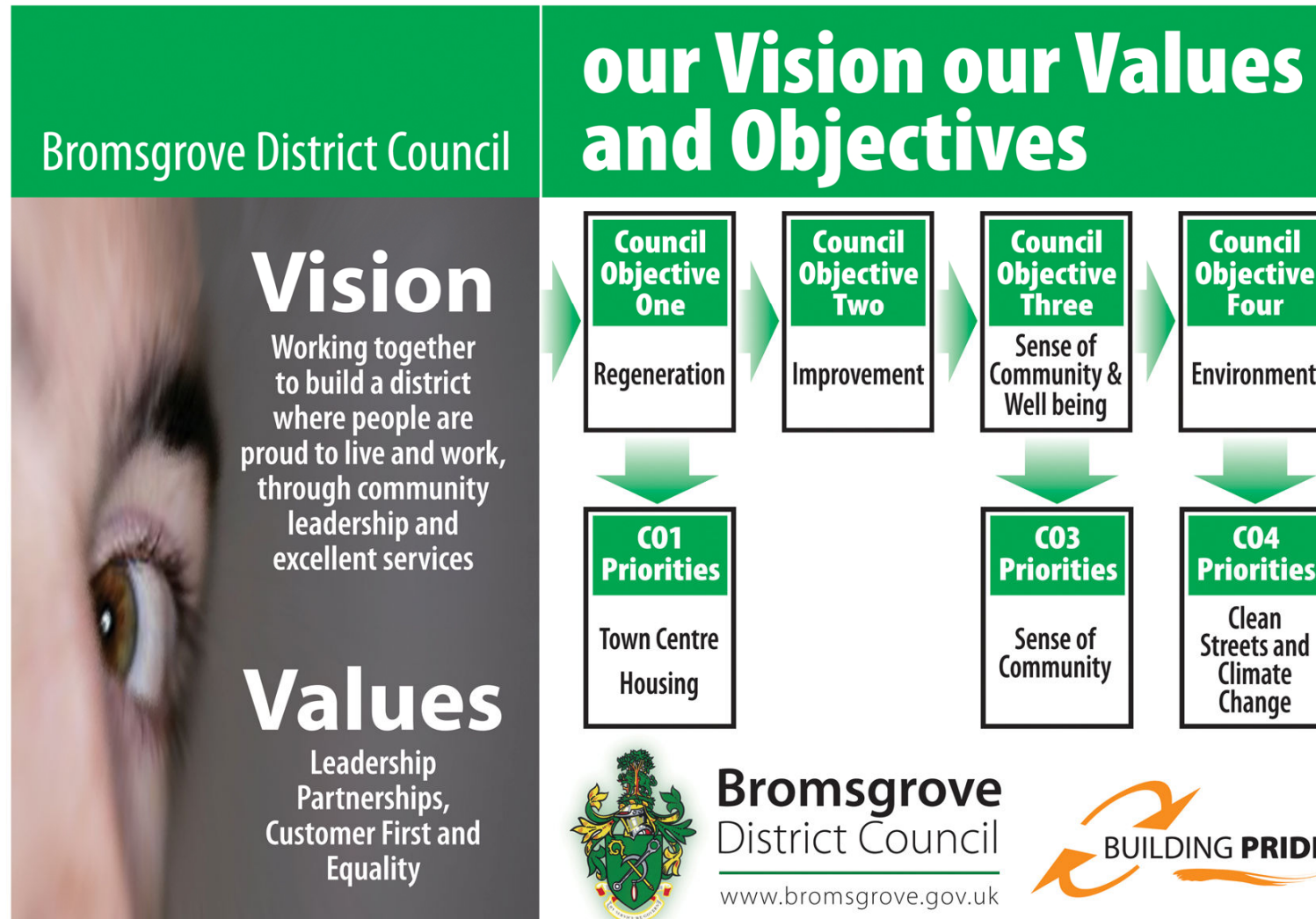
The Capital Strategy for the Council is subject to an annual review to ensure that it reflects the Council's priorities and corporate objectives and contributes to the Sustainable Community Strategy.

The new Prudential Code system for control of local authority capital expenditure has been in place since 1st April 2004 which opens up opportunities for borrowing capital resources to finance capital projects provided the criteria of being affordable, prudent and sustainable is clearly met. In accordance with this development, the Council will be financing some capital expenditure from borrowing in 2010/11 to ensure it continues to deliver its priorities and objectives, and will therefore no longer be a debt free local authority.

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

Jayne Pickering
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COUNCIL VISION VALUES OBJECTIVES & PRIORITIES



APPENDIX 2

PROJECTED USE OF CAPITAL RESOURCES

Capital Resource	Balance Available 01/04/08	ADD Estimated Receipts in 2008/09	LESS Revised Budget & Additions & Savings 2008/09	Estimated Balance at 31/03/09	ADD Estimated Receipts in 2009/10	LESS Original Budget 2009/10	Estimated Balance at 31/03/10	ADD Estimated Receipts in 2010/11	LESS Revised Estimate for 2010/11	Estimated Balance at 31/03/11	ADD Estimated Receipts in 2011/12	LESS Revised Estimate for 2011/12	Estimated Balance at 31/03/12
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
All Capital Receipts (Including Low-Cost & Poolable Housing Ring Fenced)	11.700	0.244	8.544	3.400	0.100	2.514	0.986	0.100	1.851	-0.765	0.100	1.200	-1.865
Section 106 Funds	0.698		0.283	0.415		0.360	0.055			0.055			0.055
Government Grants - IEG	0.00			0.00			0.000			0.000			0.000
Government Grants - SCG (DFG's)	0.045	0.310	0.310	0.045	0.310	0.310	0.045	0.310	0.310	0.045	0.310	0.310	0.045
Government Grants - Liveability	0.205			0.205		0.205	0.000			0.000			0.000
Government Grants - Regional Housing Pot	0.226		0.179	0.047			0.047			0.047			0.047
Other Government Grants & Contributions	0.062			0.062			0.062			0.062			0.062
BIG Lottery Childrens Programme	0.00	0.200	0.200	0.00			0.000			0.000			0.000
	12.936	0.754	9.516	4.174	0.410	3.389	1.195	0.410	2.161	-0.556	0.410	1.510	-1.656

PROPOSED CAPITAL PROGRAMME 2009/10-2011/12

APPENDIX 3

Service Area	Description of Bid	2009/10 £'000	2010/11 £'000	2011/12 £'000	Commentary	Funding
Legal & Democratic	Remedial Work to Council Buildings following Stock Condition Surveys	50	50		To deliver the planned programme of maintenance required for the Council buildings as identified via external assessments	Capital Receipts/Prudential Borrowing
Planning & Environment	Discretionary Home Repair Assistance & Housing Renewal Grants (Private Sector Only)	100	100	63	Home Repair & maintenance assistance grants	Capital Receipts/Prudential Borrowing & Gov Grants £63k pa
Planning and Environment	Grants to Principal Preferred Partners (BDHT/ W Mercia) for the development of affordable housing in the district.	700			Grants to preferred partners to deliver affordable housing across the District - not delivered during 2008/09 due to issues with economy and development of housing property	Capital Receipts/Prudential Borrowing
Planning & Environment	Town Centre Development	100	100		Improvements and redevelopment of Town Centre	Capital Receipts/Prudential Borrowing
Planning & Environment	Mandatory Disabled Facilities Grants (DFG's) - Private & BDHT Grants	510	410	310	Mandatory Disabled facilities Grants	Government Grant & Capital Receipts/Prudential Borrowing
Street Scene & Community	Replacement of CCTV Equipment		79		Planned programme of replacement CCTV cameras	Capital Receipts/Prudential Borrowing
Street Scene & Community	Street Scene Depot Vehicle Replacement Programme (Commercial Services)	13			Maintain the planned programme of replacement vehicles for commercial services fleet	Capital Receipts/Prudential Borrowing

Service Area	Description of Bid	2009/10	2010/11	2011/12	Commentary	Funding
		£'000	£'000	£'000		
Street Scene & Community	Street Scene Depot Vehicle Replacement Programme (Grounds)	102	54		Maintain the planned programme of replacement vehicles for grounds maintenance fleet	Capital Receipts/Prudential Borrowing
Street Scene & Community	Street Scene Depot Vehicle Replacement Programme (Multi-lift Vehicle)	12			Maintain the planned programme of replacement vehicles for multi lift plant	Capital Receipts/Prudential Borrowing
Street Scene & Community	Street Scene Depot Vehicle Replacement Programme (Recycling)	13			Maintain the planned programme of replacement vehicles for recycling service	Capital Receipts/Prudential Borrowing
Street Scene & Community	Street Scene Depot Vehicle Replacement Programme (Refuse Collection)	273	14		Maintain the planned programme of replacement vehicles for refuse collection service	Capital Receipts/Prudential Borrowing
Street Scene & Community	Street Scene Depot Vehicle Replacement Programme (Street Cleaning)	146			Maintain the planned programme of replacement vehicles for street cleaning service	Capital Receipts/Prudential Borrowing
Street Scene & Community	New Toilet Block in Town Centre	174			Provision of refurbished town centre toilet to ensure DDA compliant. Not delivered in 2008/09 due to consultation being undertaken with users	Capital Receipts/Prudential Borrowing
Planning and Environment	Upgrading of Houndsfield Lane Caravan Park	204			Contribution toward seeking Government Grant for the refurbishment and extension of the Gypsy and Traveller caravan site at Wythall.	Capital Receipts / Prudential Borrowing
Street Scene and Community	New Park at Barnsley Hall (Part funded from Liveability Fund.)	215			To provision park/sports facilities at Barnsley Hall site - not delivered in 2008/09 due to awaiting outcome of PPCG 17 to identify areas of need	Capital Receipts & Liveability Fund

Service Area	Description of Bid	2009/10 £'000	2010/11 £'000	2011/12 £'000	Commentary	Funding
Policy & Performance	Community Transport	75			To provide 1 wheelchair adapted vehicle and related software and equipment to deliver community transport across the District.	Capital Receipts / Prudential Borrowing
Street Scene & Community	Spadesbourne Brook and cleansing of Water Courses	25			To purchase a vehicle to support the street scene department fulfill role of cleansing water courses	Capital Receipts / Prudential Borrowing
Street Scene & Community	Parks & cemeteries	45			To undertake works to comply with Health & Safety requirements to include changes to paths and access	Capital Receipts / Prudential Borrowing
Street Scene & Community	Lifeline kit replacement - PNC5	54			To purchase replacements lifeline computer system to deliver an enhanced system and generate additional income for the service	Capital Receipts / Prudential Borrowing
Street Scene & Community	Wheeled bins for co-mingled collections		473		Wheeled bins for the co-mingled collection service and will provide a third bin for properties that require a green waste collection. They will replace the existing red and blue boxes.	Capital Receipts / Prudential Borrowing
Street Scene & Community	Replacement for recycling vehicles		670		5 New Refuse collection vehicle to replace the existing fleet of recycling vehicles for the co-mingled collection service	Capital Receipts / Prudential Borrowing
Street Scene & Community	Street Scene Depot Vehicle Replacement Programme (Grounds)			17	To maintain the 10 year programme of replacement fleet within the Grounds Maintenance Services	Capital Receipts / Prudential Borrowing

Service Area	Description of Bid	2009/10 £'000	2010/11 £'000	2011/12 £'000	Commentary	Funding
Street Scene & Community	Street Scene Depot Vehicle Replacement Programme (Refuse Collection)			984	Replacement of remainder of refuse collection fleet	Capital Receipts / Prudential Borrowing
Street Scene & Community	Access Improvements to Allotment Sites	20			Access Improvements at Watt Close Allotment, Stourbridge Road Allotment and Roundhill Allotment Sites.	Capital Receipts / Prudential Borrowing
	SUPPORT SERVICES RECHARGES TO CAPITAL (To be recharged over all schemes in 2008/09, 2009/10 & 2010/11)	133	136	136	Support service recharge	Capital Receipts/Prudential Borrowing
TOTAL SCHEMES PROPOSED		3,389	2,161	1,510		

Funding:

Capital Receipts & Borrowing	2.514	1.851	1.200
Section 106 Receipts	0.360	0	0
Government Grants	0.515	0.310	0.310
Total	3.389	2.161	1.510

ASSET MANAGEMENT AND CAPITAL GROUP

Strategic Objectives and Group Responsibilities

1. STRATEGIC OBJECTIVES

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

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

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

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

All non operational assets must be:

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

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

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

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

2. GROUP RESPONSIBILITIES

The Group is responsible for:

- The strategic management of the Council's assets.
- Ensuring that the Council's use and management of its corporate property assets is efficient and effective.
- Reviewing the Council Plan, Council Results, Community Strategy and other associated plans and strategies including service business plans with a view to identifying property implications including future service property requirements and aspirations.
- Considering the recommendations of service reviews and internal or external audits.
- Considering the responses of suitability surveys undertaken by the Facilities Manager.
- Considering responses to the consultations of stakeholders regarding the Asset Management Plan.
- Reviewing data gathered for property performance indicators and from benchmarking exercises and implementing actions required in order to improve performance as necessary.
- Monitoring the amount of surplus and unoccupied properties, unlet investment property and instigating any necessary action
- Considering asset related projects for inclusion in the capital programme.
- The quarterly review of the capital programme and associated financial management.
- Seeking and considering examples of best practice in asset management in the public and private sectors.

APPENDIX 4

- Ensuring that the requirements of service departments including housing, recreational, planning, or corporate needs, and in support of the delivery of those needs taking into account best value principles and corporate priorities.
- Meeting the corporate objectives of the Council insofar as the same are influenced by Asset Management.
- Reviewing land and property holdings to determine ways and means of achieving the Council's objectives through the sale, acquisition, or letting of land, as appropriate.
- To assess the Council's accommodation requirements, based on strategic aims, statutory service provision, Council objectives, and service delivery priorities
- To assess the extent, type, condition, accessibility, and performance of the existing asset portfolio to ensure that it is sufficient, suitable, and fit for purpose
- To ensure continual improvement in asset management, with the establishment of priorities for future investment.
- Considering alternative uses for land and property holdings, as appropriate.
- The maximisation of income from asset holdings.
- The application of robust procedures to the proposed acquisition of assets.
- The maximisation of returns from disposal of surplus assets.
- Updating annually the Asset Management Plan for submission to Corporate Management Team and Cabinet.

Day to day responsibility for property and property matters lies with the Facilities Manager, within Legal, Equalities and Democratic Services. The Facilities Manager is supported by specialist advice and support from Worcestershire County Council's Corporate Property Team through the provision of a Service Level Agreement. Whilst the overall strategic management of property and service delivery is determined corporately through this group, service-specific responsibilities lie with individual Heads of Service / service managers of particular departments as follows:

Head of Street Scene & Community Services

- Council's Depot
- Public Conveniences
- Car Parks
- Parks & Open Spaces
- Cemeteries
- Tourist Information Centre
- Sports Centres & Pitches

Economic Development Manager

- Market Hall
- Other Town Centre Issues

Facilities Manager

- Industrial Units located on Sherwood Road Industrial Estate
- Amphlett Hall
- Spadesbourne Suite
- Council House



DEPARTMENTAL CAPITAL INVESTMENT OBJECTIVES

Planning and Environment Services

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

Planning

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

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

Environment Services

There are currently no requirements for capital schemes.

Housing

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

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

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

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

The four housing priorities are:-

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

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

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

APPENDIX 5

The Council was awarded Government Grant of £217k for the financial year 2006/07 and £162k for 2007/08 from the Regional Housing Capital Pot under the 'safety net' arrangements for use on a range of schemes that support Private sector Housing improvements, energy efficiency work and affordable housing schemes.

The Capital Programme for 2009 to 2012, and the current financial year 2009/10, includes various new housing schemes totalling some £0.5m, and the completion of several schemes commenced in 2007/08, funded from Section 106 Planning agreement resources, general capital receipts and 'ring fenced' housing capital receipts, consisting of:-

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

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

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

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

Future Housing Investment

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

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

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

The Council has reviewed its investment priorities and continues to fund a Housing Capital Programme that includes a programme of allocating development grant to enable RSL's to provide affordable housing across the range of tenures (rented, shared ownership and low cost housing). The programme reflects the identified

APPENDIX 5

housing needs of the district which indicates that up to one third of housing need can be met through intermediate housing options.

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

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

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

➤ **Priority 1 – Affordable Housing**

- By potentially releasing the hostel sites as assets for sale or re investment in the provision of additional affordable housing;
- By potentially releasing four sites on which additional affordable housing could be built;
- By contributing funding towards the development of 27 additional dwellings within the proposed Extra Care Housing Scheme;
- By enabling move on from under occupied family dwellings.

➤ **Priority 2 – Private Housing**

- By enabling low cost and shared ownership housing options to be provided within the proposed Extra Care Scheme.

➤ **Priority 3 – Homelessness**

- By enabling the phased replacement of hostel accommodation for the homeless with self contained dwellings of a higher standard dispersed in the community.

➤ **Priority 4 – By assisting Vulnerable groups to live independently**

- By joint funding the provision of 27 additional units of extra care housing and enabling the re-modelling of 65 existing dwellings to the higher extra care standard.

Recycling of Capital Grants

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

'staircasing' to a greater proportion of ownership, is recovered by the authority for re-investment in affordable housing.

Street Scene and Community Services

Community Services

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

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

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

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

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

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

Service Aims

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

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

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

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

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

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

To achieve equality and diversity we need to:

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

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

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

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

Objectives for 2009/10

As part of the corporate business planning and the service level team planning process a number of key deliverables for 2009 / 2010 including the following items that may impact upon future capital programmes: -

- Increase participation in sport, leisure, active recreation & culture activities;
- Review the current events/activity programmes operated by the service and look to expand the range of events in line with the Council Plan;
- Ensure that the sports centres transfer is undertaken and that the trust that is established effective and efficient.
- Develop a sports strategy for Bromsgrove in consultation with partners.
- Address anti-social behaviour and fear of crime with in the district.
- Prepare a response to the PPG17 audit of the District.

The capital programme for 2009 – 2012 contains a number of key projects for Community Services including:-

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

Future years schemes are likely to include: -

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

Community Safety

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

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

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

Community Safety capital schemes are mainly for the provision/replacement of Closed Circuit Television systems (CCTV) for which the Council has received Government Home Office capital grants in previous years. Schemes recently

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completed include CCTV systems at Wythall and Alvechurch railway stations, with additional funding from Central Trains, Hagley Playing Fields, with additional funding from Hagley Parish Council and Wythall and Drakes Cross scheme funded from the Council's capital resources.

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

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

Street Scene

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

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

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

The Depot has suffered over the last 10 years from significant underinvestment. The Council has however invested heavily in its refuse and recycling fleet financed mainly through Government grant funding, and within the last year its street

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cleansing fleet. Operational practices have now been reviewed and in general are improving against progressive and high performing Council.

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

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

Resources

Support Services

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

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

Over the last 5 years a number of capital schemes have been approved to meet improvements in the delivery of ICT, legal services and financial management.

This has included ICT infrastructure, cleansing of data, legal case management system and Purchase Order Processing system. It is anticipated that funding over the next 3 years will be allocated to the delivery of front line priority services, not support services.

For 2009 - 2012 the Council has approved the high priority schemes only.

Project Management Framework Templates

Project Initiation Document

Prepared by

Date

Article I. Purpose

The purpose of the Project Initiation Document (PID) is to seek approval from XXXXXX for the development of a (name of project) solution for the council. If the PID is approved the project will progress to the next stage of developing a business case for the recommended option, including a detailed financial appraisal and requirements gathering.

Article II. Background

Reason for this project. Council requirements. Meeting Council aims etc. (Brief)

Section 2.01 Definition

What the project is. What it will deliver (Brief)

Section 2.02 Current position

Investigation of the current position has found (Summary and Bullet points)

The deficiencies are (Summary and Bullet Points):

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

Article III. Proposal

This PID considers (number of) options:

List option 1 – (one line description only)

List option 2 – (one line description only)

Option (x) is recommended – (One line description).

Section 3.01 Support for the proposal

The key drivers in developing this recommendation are

Driver	Consideration

Section 3.02 Overview of the proposal

- Brief details with no more than 4 bullet points

Section 3.03 Costs

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

Bromsgrove District Council

<Service Area Name>

BUSINESS CASE

<Name of project>

Department
Head of Service
Authors:
Document Ref:
Document Version Number:

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Article IV. Business Case History

Section 4.01 Version History

Version no.	Date issued	Summary of Changes

Section 4.02 Distribution

This document has been distributed to:

Version no.	Name(s)	Role within the project

Section 4.03 Approvals

This document requires the following approvals:

Name	Signature	Title	Date
		Project Sponsor	
		Head of Service	

Finance sign-off levels:

- A member of Finance for business cases with specified costs up to £9,999
- Head of Finance for business cases with specified costs £10,000 – £29,999
- Director of Resources for business cases with specified costs £30,000 and above

Article V. Business Case

Section 5.01 Executive Summary

This should be a summary of the complete business case with:

- a laypersons explanation of the desired project
- a summary of the research findings to justify the suggested solution
- a summary of the key objectives
- a summary of how this meets council priorities
- a clear statement of the financial costs and the return on investment expected

This document focuses on the modernisation of the systems within the (area) that are required to support new business processes and efficient working practices. This modernisation is key to fulfilling the Council's objective to -----, meet ----- commitments and improve customer service.

An investigation was carried out by ----- into the efficiency and effectiveness of the systems being used, and followed up with this detailed business case.

Describe the solution

-----.

The aim of this project is:

- To provide efficiency savings, expand capacity and reduce expenditure in the medium to long term
- Future proof the xxxxxxxx portfolio for xx years
- Provide a solution that is flexible to citizen requirements
- Maximise capacity through good use of systems and processes
- Improved communications across the authority
- Protect current and future revenue streams in xxxxxxxxxxxxxx portfolio
- To create a workplace of choice (nationally) within xxxxxxxxxxxxxx
- To be at the forefront of service delivery (nationally) to the citizen

It is estimated that the cost of a solution will be £xxxxxx initial capital investment and £xxxxxx per annum Revenue over xxx years.

Section 5.02 Purpose of Document

The purpose of this document is to:

- Define how the solution will support Bromsgrove’s business strategy, plans or programmes
- Outline the reasons why a solution is needed
- Provide outline costs and benefits for the various options
- To form the basis for agreeing whether a project to deliver the recommendation can commence

Section 5.03 Solution Objectives

The key aims of the solution are as follows:

-

These objectives are designed to

Section 5.04 Solution Scope

In line with the findings described in section 2.5 and based on discussions with key individuals about their vision, the following key deliverables for the solution are proposed:

- Implementation

Section 5.05 Findings from the Investigation

Introduction of how findings were established and by whom. Please quote any supporting documentation and evidence of all points mentioned. Evidence should include dates, times, costs.

The options are defined below for proceeding with this solution in line with the objectives. These are defined with 3 possible approaches:

Please define at least three options you have considered using the layout below

(a) Option 1: xxxxxxxxxxxx

Introduction and summary of the solution.

The benefits of option 1 are summarised below:

- Do not

The drawbacks of option 1 are

- Working

The cost of option 1 will be £xxxxxx initial capital investment and £xxxxxx per annum Revenue over xxx years, and the annual benefits including risk mitigation are estimated to be £xxxxxx pa (cashable) and £xxxxxx pa (non-cashable), projecting a rate of return of £xxxxxx pa (cashable) and £xxxxxxpa (non cashable.)and includes the following:

1. Contract

(b) Option 2: xxxxxxxxxxxx

Introduction and summary of the solution.

The benefits of option 2 are summarised below:

- Do not

The drawbacks of option 1 are

- Working

The cost of option 2 will be £xxxxxx initial capital investment and £xxxxxx per annum Revenue over xxx years, and the annual benefits including risk mitigation are estimated to be £xxxxxx pa (cashable) and £xxxxxx pa (non-cashable), projecting a rate of return of £xxxxxx pa (cashable) and £xxxxxxpa (non cashable.)and includes the following:

2. Contract

(c) Option 3: xxxxxxxxxxxx

Introduction and summary of the solution.

The benefits of option 3 are summarised below:

- Do not

The drawbacks of option 3 are

- Working

The cost of option 3 will be £xxxxxx initial capital investment and £xxxxxx per annum Revenue over xxx years, and the annual benefits including risk mitigation are estimated to be £xxxxxx pa (cashable) and £xxxxxx pa (non-cashable), projecting a rate of return of £xxxxxx pa (cashable) and £xxxxxxpa (non cashable.)and includes the following:

3. Contract

(d) **Recommendation**

It is proposed that option xx is adopted where this work is carried out by xxxxxx and please describe the reasons why.

Subsequent sections describe the costs and benefits associated with the recommended option only.

Benefits

- (a) Please describe the full benefits of the proposed solution and any return on investment that may result (these may be cash based but could also be efficiency/non-cashable)

Costs

Capital Expenditure	2006/07	2007/08	2008/09	2009/10
Capital Total				
Loss of interest on total expenditure (at current interest)				

Revenue Expenditure	2006/07	2007/08	2008/09	2009/10
Revenue Total				

Section 5.08 Key Milestones

The key milestones that the solution needs to achieve are as follows. The Project start and Finish dates are mandatory fields:

Milestone	Estimated Target Date
Project Start Date	
Project Finish Date	

Section 5.09 Solution Organisation and Structure

The Project Board will be structured as follows

• Solution Sponsor	Executive Director
• Senior User	Head of Service
• Senior Supplier	A member of ICT if technology is used or needed. A nominated person to act as the liaison with the external supplier
• Project Manager	Suitably qualified and/or experienced officer

Section 5.10 Risks

The key risks to implementation of the solution identified at this stage are as follows:

Risk and action	Gross Score	Mitigated Score
•		
•		
•		
•		
•		

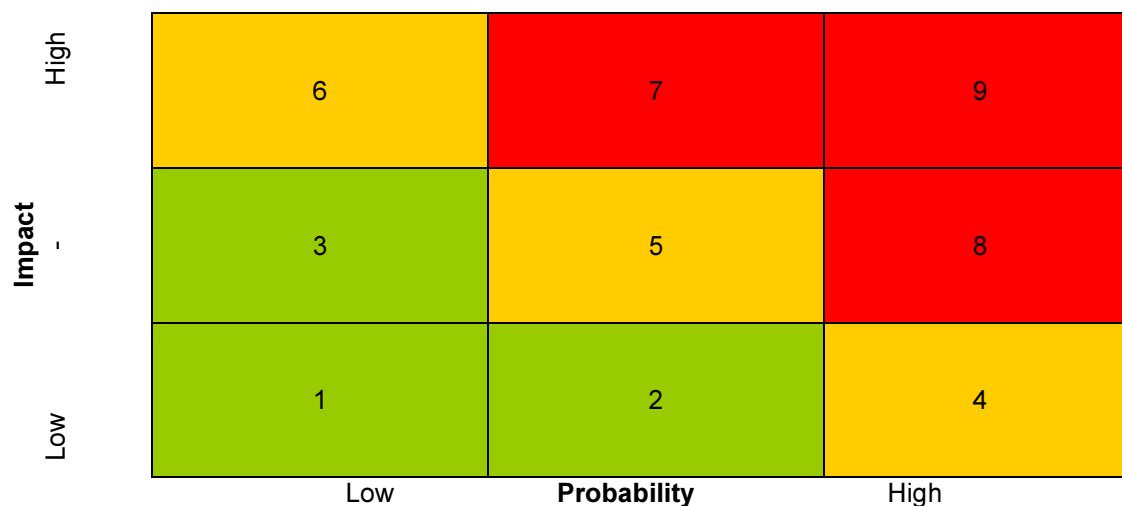
The risks are ranked in the order of how likely they are to occur, with the number reflecting the actual likelihood based on previous experience in similar projects. Action is proposed to mitigate the risk therefore decreasing the impact. The risks section should also include the potential impact of available resourcing on both the completion of the project and also upon achieving business as usual requirements.

Risk Scoring

The risks are ranked in the order of probability/impact of the risk occurring (gross score). Action is proposed to mitigate the risk therefore decreasing the overall score (1 – 9), giving the mitigated risk score.

Risk:

- The things that could stop objectives being achieved
- Measured in terms of Probability & Impact



Article VI. Communication Plan

Section 6.01 Purpose of Section

To define all parties with an interest in the solution and the means and frequency of communication between them and the solution.

Section 6.02 Communication Processes

The following procedures will be used to ensure effective communication between team members. For the purposes of this section, the core project team comprises

XXXXXXXXXXXXXXXXXXXXXXXXXX

XX.

- **Informal Consultation** - Informal communication, by telephone, email or in person, will be the principal means of dealing with day-to-day project issues which are recorded in an issue log maintained by the project manager. All significant decisions reached in this way will be brought forward to the weekly status meetings for review. All project-related emails between project team members are to be copied to the project manager.
- **Others Consulted** – The Project Manager will be responsible for ensuring that a documented record is kept of all parties consulted in key business areas that may be affected by the project.
- **Weekly Team Meeting** - The core project will meet weekly to review status and progress and to identify any issues which are impeding progress. Issues raised at the meeting may be solved on the spot, or be entered into an action item list managed by the project manager. Formal minutes of the weekly status meeting are kept by the project manager and distributed by email to core project team members and meeting attendees.
- **Action Item List** - the project manager manages The Action Item List. Resolution of the items will be recorded against the item so that decisions can be tracked. A copy of the currently active action items will be distributed weekly with the status meeting minutes.
- **Monthly/Quarterly Project Steering Committee/ Status Review Meeting** - This meeting will review the schedule, project progress, escalated items, programme level issues, change control notifications, , the budget, work planned, exceptions and the current Action Item List. Formal meeting minutes will be taken by the project manager and distributed to core project team members and all meeting attendees. Changes to the Action Item List or the Risk List will be captured directly in those lists.
- **Quarterly Report** – There will be a quarterly report prepared by the Project Manager to the Performance Management Committee.
- **NB** – meeting schedules may change according to the project requirements.

Article VII. Quality Plan

Section 7.01 Purpose of Section

The purpose of this section is to define the quality techniques and standards to be applied within the project and the various responsibilities for achieving the required quality levels.

Section 7.02 Customers Quality Expectations

Product quality requirements to be delivered by the solution include:

- xxxxxxxxxxxxxxxxxxxxxxxxx
 - xxxxxxxxxxxxxxxxxxxxxxxxx.
-

Section 7.03 Acceptance Criteria

(a) Project Management

- Deliver milestones on time
- Communicate effectively with the Team
- Creation and approval of Project Plan
- Updating the Project Plan

(b) Implementation (if applicable)

- Implement solution with little impact to users
- Provide substantial documentation, as well as administration and training

(c) Acceptance (if applicable)

The Acceptance Test will only pass if the test has received:

-
 -
-

Section 7.04 Quality Responsibilities

The project team will all contribute to ensure the solution's quality criteria are being met. The Project Manager will implement the following activities or processes to ensure quality standards are met.

- Facilitate weekly status meetings and distribute minutes
 - Follow up weekly on Project Schedule, Risk Table and Action Log
 - Create and distribute weekly status reports
 - Implement standard, weekly Risk Management reviews
 - Maintain weekly Action, Issues, Questions and Risk logs
 - Monitor issues for Change Management
 - Conduct Monthly Project Reviews and implement resulting action plans
 - Hold monthly Steering Committee meetings and carry out resulting action plans
-

Section 7.05 Standards

Corporate, departmental or industry standards that need to be applied to the project:

- Enable Bromsgrove to xxxxxxxxxxxxxxxxxxxxxxxxx
 - xxx
 - Comply with xxxxxxx standards (statutory)
 - Comply with Government xxxxxxx standards
-

Section 7.06 Project Closure and Lessons Learned

An integral part of the Project closure will be a Lessons Learned meeting and the production of a Lessons Learned report. The purpose of the report is to identify those lessons which could be applied to other programmes in the future in order to improve the programme management process. Areas to consider include:-

- What went well?
- What would you want to make sure you would do again next time?
- What went less well and why ?
- What would you do differently next time?
- Was there a clear definition of success?
- Was it achieved?
- How well were risks and issues managed?
- Did the programme team have the right skills in place?

Lessons learned participants will be asked to provide feedback for the report which will cover all areas of the project e.g.

- Overall project management
- Opening and closing events
- Funding approach
- Communications – internal and external
- Additional findings

A Abbreviations

Abbreviations used in this document are detailed below:

BDC	Bromsgrove District Council

STRUCTURE OF THE LOCAL STRATEGIC PARTNERSHIP BOARD

