

# **BROMSGROVE DISTRICT COUNCIL'S CAPITAL STRATEGY 2007 - 2010**



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# BROMSGROVE DISTRICT COUNCIL

## Capital Strategy 2007 – 2010

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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 Community Plan, 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 2007 – 2010.

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

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

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

Examples of capital expenditure include major improvements to Council owned buildings, recreation grounds, cemeteries, car parks, public conveniences, Closed Circuit Television systems (CCTV), refuse and recycling freighters etc. Also included are grants to Registered Social Landlords for the provision of affordable housing.

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

## **Background**

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

Whilst it is only 14 miles from central Birmingham, the Clent and Lickey hills provide an important dividing line between the industrial Midlands and the rural landscape of North Worcestershire. The area is visibly dominated by agriculture, although it supports a varied economy based on a range of small and medium sized businesses. The District has a resident population of 90,700 (2004 projection).

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 Divisional Service Plans etc. The Capital Strategy brings together the interrelationship of the capital elements of such documents.

The Council's Capital Programme for 2007 – 2010 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, and since then significant improvements in the levels of services provided have taken place, but more still needs to be done to become an 'Excellent' Council in particular, the Improvement Plan will also need to be updated for 2007/08.

#### Organisational Structure

#### Direct Management Responsibility

Chief Executive

Assistant Chief Executive

Communications  
Performance  
Policy

Corporate Director (Services)

Culture & Community Services  
Planning & Environment Services  
Street Scene & Waste Management Services

Corporate Director (Resources)

Human Resources & Organisational Development  
Legal & Democratic Services  
E-Government & Customer Services  
Financial Services

### **The Planning Process**

The ten year **Community Plan 2003 – 2013** was published in December 2003 and it focuses on the way in which services are delivered and how they can be improved for everyone's benefit. The Plan was compiled by Key Strategic Partners in response to the 'out-comes' of extensive consultation, undertaken across the District and the plan sets out the vision of partners representing the community of Bromsgrove District. The delivery of the Community Plan is managed by the Local Strategic

Partnership (LSP) whose membership consists of key senior representatives from the public, private and voluntary sectors.

The Community Plan is currently being refreshed and 9 priorities have been identified. Three of these (the Town Centre, Longbridge, and Affordable Housing/Inclusive Living) are already reflected in the Council's priorities, however the Council Plan and Capital Strategy will need to be updated next year to reflect these priorities.

The **Council Plan 2007 – 2010** is currently under preparation which is a revision of the Corporate Plan 2005 – 2008. The Plan forms the Council's response to the Community Plan in terms of delivery. Covering a three-year period, it highlights our strategic aims and objectives as well as the more inspirational vision statement and values that we work towards, and is updated on an annual basis. The key plans and strategies which influence the objectives of the Council Plan are:

➤ **The Council Results:**

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

➤ **Annual Service Business Plans:**

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

➤ **Asset Management Plan:**

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

➤ **Management Development Strategy:**

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

## **Prioritising Capital Investment**

### **Vision, Objectives, Priorities and Values**

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

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

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

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

The rationale for selecting each priority is:

### **Regeneration**

*This Council Objective can be defined as:-*

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



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

1. *Town Centre*
2. *Longbridge*
3. *Housing*

### **Improvement**

*This Council Objective can be defined as:-*

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

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

4. *Customer Service*
5. *Reputation*
6. *Performance*

### **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 two priorities have been identified for this Council Objective:-*

7. *Community Influence*
8. *Community Events*

### **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 two priorities have been identified for this Council Objective:-*

9. *Clean District*
10. *Planning*

### **Council Values**

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

- Leadership
- Partnership
- Customer First
- Diversity

Capital is a finite resource and a strict policy therefore is adopted for approval of capital schemes. For the Capital Programme 2007 – 2010 Heads of Service made bids for the inclusion of new capital schemes based on requirements identified in their service business plans, which were then ranked as ‘High’, ‘Medium’ or ‘Low’ priority by the Corporate Management Team, after considering each scheme’s

impact on the Council's corporate objectives and priorities. Only those bids which were ranked as 'High' have received Council approval because of the annual limits placed on the use of the Council's capital receipts.

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

## **Capital Strategy Priorities 2007 - 2010**

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

<b>COUNCIL OBJECTIVE 1 - REGENERATION</b>
<b>Priority 1 – Town Centre</b>
<ul style="list-style-type: none"> <li>➤ A scheme to regenerate Bromsgrove town centre is to be developed in 2007/08 and will be included in future versions of the Capital Strategy.</li> </ul>
<p><i>Also includes:</i></p> <ul style="list-style-type: none"> <li>○ <i>Vehicle Replacement Programme (Refuse Collection, Recycling, Street Cleaning, (see Performance)</i></li> <li>○ <i>Replacement Pay &amp; Display Ticket Machines – (see Performance).</i></li> </ul>
<b>Priority 2 – Longbridge</b>
<ul style="list-style-type: none"> <li>➤ There are currently no capital schemes for this Priority.</li> </ul>
<b>Priority 3 – Housing</b>
<ul style="list-style-type: none"> <li>➤ Homeless Hostels Re-modelling Scheme £325k.</li> <li>➤ Affordable Housing Rented Schemes £250k.</li> <li>➤ Shared Ownership and Low Cost Affordable Housing Schemes £22k.</li> <li>➤ Housing Schemes to be developed utilising Housing Safety Net Funding £83k.</li> </ul>

<b>COUNCIL OBJECTIVE 2 - IMPROVEMENT</b>
<b>Priority 4 – Customer Service</b>
<ul style="list-style-type: none"> <li>➤ Queue Management System at Customer Service Centre £30k.</li> </ul>
<p><i>Also includes:</i></p> <ul style="list-style-type: none"> <li>○ <i>Replacement Pay &amp; Display Ticket Machines – (see Performance)</i></li> <li>○ <i>Replacement of CCTV Equipment – (see Community Influence)</i></li> </ul>

### Priority 5 – Reputation

- Customer Feedback System £20k.
- Alteration to Council Buildings in compliance with the Disability Discrimination Act £300k.

### Priority 6 – Performance

- Vehicle Replacement Programme (Refuse Collection, Street Cleaning, Recycling, Commercial Services, Garage Services, Highways, Grounds Maintenance, Multi-Lift Vehicle) £1.871m
- Replacement Pay & Display Ticket Machines £18k.
- Case Management System £14k.
- Replacement of Desktop Print Fleet £75k.

*Also includes:*

- *Queue Management System at Customer Service Centre – (see Reputation).*
- *Replacement of CCTV Equipment – (see Community Influence)*
- *Alvechurch Youth Scheme – (see Community Influence).*
- *Bromsgrove Youth Scheme – (see Community Influence).*
- *Tutley & Cobley Access Improvements – (see Community Influence).*
- *Homeless Hostels Re-modelling Scheme – (see Housing).*
- *Affordable Housing Rented Schemes – (see Housing).*
- *Shared Ownership and Low Cost Affordable Housing Schemes – (see Housing).*

## COUNCIL OBJECTIVE 3 - SENSE OF COMMUNITY & WELL BEING

### Priority 7 – Community Influence

- Replacement of CCTV Equipment £454k.
- Alvechurch Youth Scheme £90k.
- Bromsgrove Youth Scheme £85k.
- Tutley & Cobley Access Improvements £25k.
- CCTV Provision at Council House £20k.

*Also includes:*

- *Alteration to Council Buildings – (see Reputation).*
- *Homeless Hostels Re-modelling Scheme – (see Housing).*
- *Affordable Housing Rented Schemes – (see Housing).*
- *Shared Ownership and Low Cost Affordable Housing Schemes – (see Housing).*

### Priority 8 – Community Events

- There are currently no capital schemes for this Priority.

## COUNCIL OBJECTIVE 4 - ENVIRONMENT

### Priority 9 – Clean District

*Also includes:*

- *Vehicle Replacement Programme (Refuse Collection, Recycling, Street Cleaning) – (see Performance).*

### Priority 10 – Planning

*Also includes:*

- *Homeless Hostels Re-modelling Scheme – (see Housing).*
- *Affordable Housing Rented Schemes – (see Housing).*
- *Shared Ownership and Low Cost Affordable Housing Schemes – (see Housing).*

## Corporate Capital Finance Strategy

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

The limit has been exceeded in the Capital Programme for 2007 to 2010 mainly because of the need to invest in a series of information technology schemes to modernise methods of working and update our computer infrastructure, and to provide an adequate replacement programme for vehicles and plant. This is to make up for years of underinvestment and is required to enable the Council improve levels of performance and move forward in its plan to become an 'Excellent' Council. Significant expenditure is also required for the provision of extra care social housing.

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

A major regeneration scheme is intended for Bromsgrove town centre and the Council will therefore need to review its debt free status in the medium term because of the declining capital balances and the limited opportunities for obtaining capital receipts in the future.

Estimate of Capital Receipts Remaining after Current Capital Programme  
(excluding the effect of unspent 2006/07 budgets carried forward to 2007/08)

At 01/04/2007	At 01/04/2008	At 01/04/2009	At 01/04/2010
£13.2m	£10.4m	£3.2m	£1.9m

See **Appendix 2** for full details of capital resources.

Annual Loss of Investment Interest  
(on new approved schemes only)

2007/08	2008/09	2009/10
£0.116m	£0.115m	£0.131m

It is estimated that at 1<sup>st</sup> April 2007 the following capital resources will be available for financing the Capital Programme, but the precise amount will not be known until the accounts have been closed for the year 2006/07. These figures exclude the carry forward of any unspent budgets from 2006/07 to 2007/08 which however can be ignored when considering the availability of resources because they are already committed.

- Capital Receipts £13.1m
- Section 106 Planning Agreement Resources £0.9m
- Government Grants and other contributions £0.1m

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

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

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 2007 to 2010 totals £14.1m and is financed from a combination of capital receipts, Government grants, and Section 106 planning agreement funds. 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)
- Property and Facilities Manager
- Representative from Financial Services
- Representative from Street Scene and Waste Management Services
- Representative from e-Government and Customer Services
- Representative from Culture and Community Services

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

All property ultimately falls under the control of the designated Corporate Property Officer, who is the Head of Legal & 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 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 Corporate Management Team 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 3<sup>rd</sup> January 2007 the Council approved a new Plan for the period 2006 to 2010 to replace the previous version produced in 2003 which was approved as 'Good' standard by Government Office West Midlands.

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

Bromsgrove District Council is a significant property owner within the District and the AMP is prepared in order to provide a framework that will optimise the use of property assets in terms of service benefits and financial return in order to support the Council's priorities and corporate objectives. Regular condition surveys will highlight areas where capital investment is required and provide the links to the Capital Strategy, Capital Programme, and Medium Term Finance Plan. Other linked plans and strategies include the 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 2007 – 2010 Capital Programme the Council will invest £9m in the improvement of its assets which include:-

- Work on buildings to comply with the Disability Discrimination Act
- Recreation Grounds & Allotments,
- Replacement and New CCTV Systems,
- Investment in ICT Infrastructure & Updating,
- Replacement of Vehicles & Plant.

## **Departmental Services Strategies**

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

## **The Capital Investment Process**

### The Capital Programme

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



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

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

The current Capital Programme covers a period of 3 years and it is proposed that a 5 year projection will be considered as part of the 2008/09 review, and that this is further developed into an overarching 5 year financial strategy.

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

A scheme will:-

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

#### Scheme selection and prioritisation

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

- Members of the Executive Cabinet, the Strategic Management Scheme, and Heads of Service meet to shape priorities for the forthcoming year, to drive the budget process and the formulation of service business plans;
- Capital schemes are identified as part of the business planning process and are included in service business plans;
- Basic feasibility studies are undertaken;

- Heads of Service submit a Capital Funding Request Form to allow an initial assessment to be made of each capital bid, and to seek approval from the Corporate Management Team 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 Corporate Management Team and are ranked into high, medium and low priority categories;
- Corporate Management Team will agree the scheme bids to be included in the draft capital programme for consideration by Members having regard to the merits of each scheme and the overall level of resources available;
- The Scrutiny Steering Board is consulted before finalising the Capital Programme;
- It is Council policy that it consults with the citizens of Bromsgrove on the capital budget proposals through the Customer Panel and focus groups, and in accordance with this, consultation took place with focus groups on the annual capital and revenue budgets for 2007/08;
- Executive Cabinet considers the budget proposals and agree the formal Capital Programme for approval by the Council;
- For all new approved capital schemes Heads of Service are required to complete a full Project Initiation Document (PID) which forms the detailed business case and includes the following essential elements (see **Appendix 6**):
  - Details of proposed scheme;
  - Reason for the project;
  - A definition of what the project is and what it will deliver;
  - The current position and deficiencies found;
  - The risks arising out of deficiencies found;
  - The different options available including doing nothing;
  - Brief details of the costs of each option;
  - The option recommended and reasons why;
  - How the recommended option achieves value for money;
  - How the recommended option achieves the objectives of the business plan;
  - The key drivers in developing the recommendation;
  - An overview of the proposal;
  - A cash flow of the recommended scheme;
  - Depreciation period for the capital asset;
  - Revenue impact of proposed scheme;
  - Demonstration of how the project meets the Vision, Objectives and Values;
  - How the project will help to improve performance;
  - Details of any asset savings generated e.g. a disposal.
- New capital schemes are signed off for commencement by the Executive Cabinet Portfolio Member for Finance and the Head of Financial Services on

receipt of the PID (business case), which needs to be robust, before approval will be given.

### Project Management

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

#### Project Initiation

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

#### Project Implementation

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

#### Project Closure

- Closure Report including lessons learned

### Financial Monitoring of Capital Schemes

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

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

### Bench marking:

In order to get the best out of our Capital Strategy it is important that the Council bench marks. The Council does this in a number of ways. Individual schemes are procured and are therefore subject to market testing. The Council is also subject to audit and inspection which includes an examination of our use of resources under the Key Lines of Enquiry (KLOE). An area for development in 2007/08 is working with best practice authorities.

### Performance Management:

The Council has established a wide range of performance targets, local indicators, and service information, and there are also the Best Value Performance Indicators. The Council Plan brings these together with the Community Plan and the individual departmental Service Plans.

Performance on a set of priority measures is now reported monthly to Corporate Management Team, Executive Cabinet Members, and Performance Management Board. This is now integrated with the financial monitoring report.

New capital schemes are proposed with the aim of achieving the Vision, Objectives and Priorities of the Council 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 Asset Management Plan and these will be robustly monitored and reported on by Heads of Service and the Corporate Property Manager at Corporate Management Team. The Council is now also a member of the Institute of Public Finance (IPF) Asset Management Planning Network which is an organisation which provides advice on property related matters.

The actual progress on delivery of schemes against the target of the Capital Programme is monitored by the issuing of monthly capital monitoring statements to budget holders, and the details are also reported to Performance Management Board 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. Recent examples include the achievement of the national targets for the recycling of waste following significant capital investment in vehicles and equipment, the new 'Shopmobility' scheme offering disabled people the use of free wheelchairs and scooters for shopping in the town centre, and the major Mill Lane town centre improvement package to make it safer for pedestrians and improve the traffic flow.

## **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 Community Plan following extensive consultation across the District and to drive forward the delivery of the Plan towards the year 2013. Membership comprises representatives from a wide range of public, private,

community and voluntary groups (listed below) and full details can be seen at **Appendix 7:-**

- Weaver PLC (Chair);
- Bromsgrove District Council;
- West Mercia Police;
- County Association of Local Councils;
- 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 Partnership held away-days during 2005/06 and 2006/07 in order to review and refresh its arrangements to make it 'fit for purpose' to deliver priorities identified by our residents, which require partnership working in order to deliver them. For example, complex issues like affordable housing, the town centre and Longbridge.

The purpose was also to ensure the LSP Board was 'fit for purpose' to heed Government direction about the future of LSPs, neighbourhood management and also to deliver the District's contribution to the Local Area Agreement (LAA).

The Community Plan 2003 – 2013 originally set out the key aims and targets to be achieved under five theme groups. As part of the review the theme groups have been revised and now consist of:

- 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.

The ideas of these multi agency groups therefore influence the content of our Capital Programme because the Capital Strategy is linked with the Corporate Plan, which in turn is linked with the Community Plan.

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. Under Government Regulations issued in March 2007 the 2.5% target remains in place for 2007/08, but the target for years 2008/09 to 2010/11 has increased to 3%.

The 2006 Local Government White Paper 'Strong and prosperous communities' places a strong emphasis on partnership working particularly enhanced two tier. 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.

### 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 Council agrees with this approach has monitored through 2006/07 to ensure our residents benefit from any re-alignment of funding streams.

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 procurement process involves revenue and capital expenditure to the value of £9.5 million per annum and a new strategy has been introduced with new working practices such as ordering over the internet, the use of Government Procurement Cards, minimum invoice values, and monthly invoices from suppliers.

The Council is committed to procuring best value for money supplies, services and construction works, and the new working practices have been introduced to assist in meeting that objective. Full details are available in the separate Procurement Strategy document.

The new strategy will improve the Council's procurement capacity which should enable the Council to deliver capital projects more cost effectively in terms of obtaining better specifications and prices from suppliers of materials and services etc. The procurement process also ensures the requirements of the Financial Regulations, Standing Orders, and European Union procurement regulations are adhered to.

The key procurement objectives of the new strategy are:-

- Becoming Strategic;
- Modernisation of procurement methods;
- Development of a procurement manual;
- Appropriate training and development;
- Performance management;
- Standard project management & gateway reviews;
- Partnering;
- Supplier management;
- Corporate Procurement;
- Supporting SMEs;
- E-commerce.

## **Consultation**

The Council undertakes extensive consultation. Once approved the Community Plan drives the Council's corporate strategic planning through an integrated matrix of strategies and plans including the Council Plan and the Council Results. All strategies and plans have been subjected to widespread public consultation and will continue to be revised, through consultation, to take account of changing public priorities.

The Council is now in a position to move to the second phase of its recovery programme and move towards a strong customer focused culture. As part of this transition, the Council has outsourced its existing in-house managed and self selecting citizen's panel and moved towards a statistically valid, externally run customer panel.

The groups will be statically reliable and balanced across the full range of socio-economic groups across the District. Consultation across the district is vital if we are to ensure we can deliver the services our residents want.

SNAP survey shop will undertake surveys and focus groups on an agreed range of topics across the District on behalf of Bromsgrove District Council to ensure we are well placed to meet the needs and manage the expectations of our customers. Since June 2006 we have held a series of focus groups for residents throughout the district on a range of topics to inform the development of a customer standard and to discuss issues arising from the budget.

It is Council policy that formal consultation with the public will take place on all significant or major capital projects through the customer panels and focus groups. Consultation with focus groups has taken place this year on the annual capital and revenue budgets for 2007/08, and it is planned to take place 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 Consultation Strategy**

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

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



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

#### Examples of Key Local Housing Consultations and Partnerships

- Bromsgrove Homelessness Strategy Steering Group;
- Housing Strategy Steering Group;
- Registered Social Landlord (RSL) Liaison Group;
- Bromsgrove District Housing Trust (BDHT) Affordable Housing Working Group;
- Bromsgrove Private Landlords Forum.

#### Examples of Key County Wide Housing Consultation Groups and Partnerships

- Health and Social Care Groups;
- South Housing Market Area Co-ordination Group and Housing Market Assessment;
- North Worcester Care & Repair Agency Consultation Group;
- Supporting People Commissioning Group.

#### Culture and Community Consultation Strategy

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

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 Consultation Strategy

Much of what Community Safety achieves is based on wide consultation with its Partners and the Community it serves. Every 3 years a District wide Residents Survey is taken to understand what are the priorities and needs of residents. This is backed up by a Crime Survey which looks at all types of Crime on a Ward and Age Group basis. Areas of strategic priority are identified through this process.

A yearly survey is conducted by West Mercia Police and it's Community Safety Partnerships on key issues around Fear of Crime. This information is available by County, District or Ward areas. A monthly Tasking Group, supported by a dedicated Analyst, prioritises types of crime & disorder together with geographical areas. Partners put together an action plan and resources to tackle issues highlighted.

The Council seek the support of Voluntary Organisations about supporting specific projects in the community such as drug & alcohol abuse, domestic violence, homelessness and diversionary activities for young people. The Council also use 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.

The Council use innovative ways to communicate such as 'Who wants to be a millionaire' style electronic voting, multi-texting and are looking at various e-mail packages to provide instant surveys. It undertakes a wide range of consultation through its established Citizens Panels, Community Forums, and other participation groups.

Neighbourhood Forums are being piloted which brings agencies such as Parish, District and County Councils plus key individuals together to tackle a wide range of localised issues.

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.

In all of the approaches to consultation 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.

## **Review of the Capital Strategy**

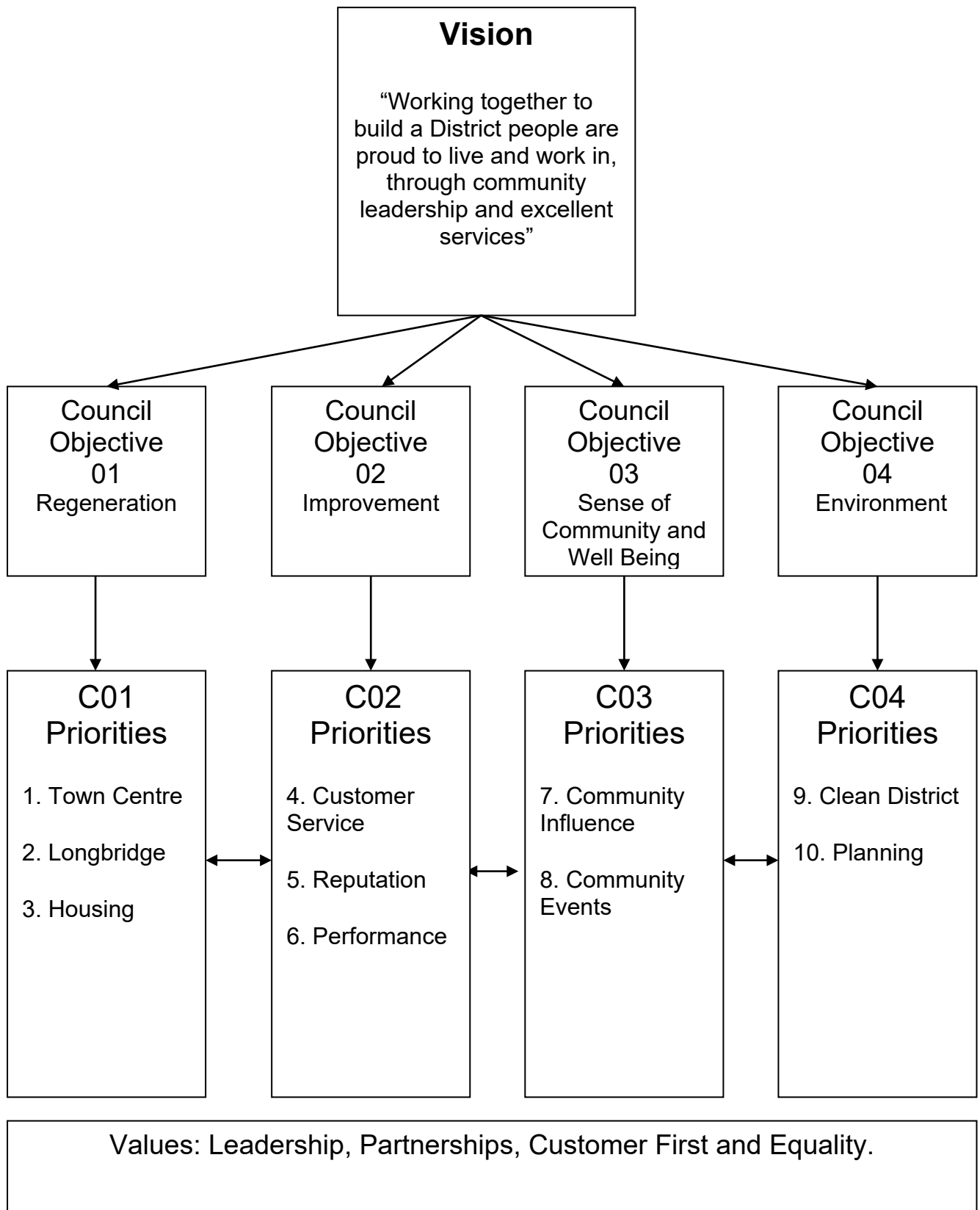
This is the fifth formal Capital Strategy for the Council and will be subject to regular review to ensure that it reflects the Council's priorities and corporate objectives and contributes to the Community Plan.

The new Prudential Code system for control of local authority capital expenditure has been in place since 1<sup>st</sup> 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 the long term the Council will reconsider its debt free status in the light of this development so as to ensure we continue to be best placed to deliver the Council's priorities and objectives.

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 OBJECTIVES PRIORITIES & VALUES**



## PROJECTED USE OF CAPITAL RESOURCES

Capital Resource	Balance Available 01/04/06	ADD Estimated Receipts in 2006/07	LESS Revised Budget & Additions 2006/07	Estimated Balance at 31/03/07	ADD Estimated Receipts in 2007/08	LESS Original Budget 2007/08	Estimated Balance at 31/03/08	ADD Estimated Receipts in 2008/09	LESS Revised Estimate for 2008/09	Estimated Balance at 31/03/09	ADD Estimated Receipts in 2009/10	LESS Revised Estimate for 2009/10	Estimated Balance at 31/03/10
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
All Capital Receipts (Including Low-Cost & Poolable Housing Ring Fenced)	17.495	0.295	4.625	13.165	0.769	3.548	10.386	0.244	7.401	3.229	0.043	1.375	1.897
Section 106 Funds	1.799	0.308	1.214	0.893	0.100	0.668	0.325	0.000	0.130	0.195	0.000	0.000	0.195
Government Grants - IEG	0.082		0.082	0.000		0.000	0.000		0.000	0.000		0.000	0.000
Government Grants - SCG (DFG's)	0.053	0.268	0.321	0.000	0.281	0.281	0.000	0.281	0.281	0.000	0.281	0.281	0.000
Government Grants - Liveability	0.259	0.081	0.340	0.000		0.000	0.000		0.000	0.000		0.000	0.000
Government Grants - Regional Housing Pot	0.000	0.217	0.217	0.000	0.162	0.162	0.000		0.000	0.000		0.000	0.000
Other Government Grants & Contributions	0.039	0.012	0.000	0.051		0.000	0.051		0.000	0.051		0.000	0.051
	19.727	1.181	6.799	14.109	1.312	4.659	10.762	0.525	7.812	3.475	0.324	1.656	2.143

## CAPITAL PROGRAMME 2007 - 2010

Schemes by Department	Revised Budget & Additions 2006/07 £	Financing Revised Budget & Additions 2006/07	Proposed Budget 2007/08 £	Latest Estimate 2008/09 £	Latest Estimate 2009/10 £	Future Years £	Financing Original Budget 2007/08	Brief Description of Project
<b>HUMAN RESOURCES &amp; ORGANISATIONAL DEVELOPMENT</b>								
- New HR Information & Management System.	30,000	Capital Receipts						To provide the Council with a modern Human Resources system which will enable both efficient and effective monitoring of its staff and provide information to support performance indicators. The system will provide a flexible approach in order to facilitate the changing role of the Council, assist management users to be continually aware of staffing implications, and enable the Council to meet current and future e-government targets.
<b>SUB-TOTAL</b>	<b>30,000</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>POLICY &amp; PERFORMANCE</b>								
Customer Feedback System (Complaints)			20,000				Capital Receipts	The system (software and server) will enable us to properly manage, track and respond to complaints. The purchase of such a system is consistent with our Improvement Plan and the Customer First Strategy.
<b>SUB-TOTAL</b>	<b>0</b>	<b>0</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>LEGAL &amp; DEMOCRATIC SERVICES</b>								
Replacement Electoral Software	15,000	Capital Receipts						Replacement of the current IT electoral software with a more reliable alternative.
Committee Minutes System	18,000	Capital Receipts						A high priority scheme required to release savings in the revenue budget.
Disabled Discrimination Act Improvements	14,000	Capital Receipts						To ensure the final stages of all works to council buildings will be completed to the 2005/06 target of 100% compliance to the Act. To comply with statutory legislation within all council buildings.
Changes to Council House Reception Area (Ex Service Centre budget carried forward to 2005/06 & 2006/07.	50,000	Capital Receipts						To complete the conversion of the former Council House Reception area to office accommodation.
Case Management System			14,000				Capital Receipts Spend to Save Scheme	Provide a solution for managing legal case loads and increase capacity for operating shared service arrangements. Increase workload within existing SLA with external customer. In turn this would enable the department to investigate further opportunities for the delivery of the service to third parties.

Alterations to Council Buildings in compliance with DDA			150,000	150,000			Capital Receipts	Enable the Council to deliver structural and other alterations to council buildings over a 3 year period as required by the Disability Discrimination Act and following the review of accessibility by SCOPE. The works required have been identified in order to ensure that our buildings and services can be accessed by all of our customers and will ensure we are DDA compliant.
CCTV Provision at Council House			20,000				Capital Receipts	Provision of CCTV facilities at the Council House.
<b>SUB-TOTAL</b>	<b>97,000</b>		<b>184,000</b>	<b>150,000</b>	<b>0</b>	<b>0</b>		
<b>FINANCIAL SERVICES</b>								
Purchase Order Processing System	197,000	Capital Receipts = £138k Gov't Grant = £59k						The scheme is for the provision of a cost effective and efficient IT based Purchase Order Management System as a replacement for existing manual methods. The Council is required to have an e-procurement system in place both to meet the national procurement agenda and its commitments in IEG statements submitted to central government as part of the e-government agenda.
<b>SUB-TOTAL</b>	<b>197,000</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>E-GOVERNMENT &amp; CUSTOMER SERVICES</b>								
Corporate Budget for IT Upgrades	38,000	Capital Receipts	40,000				Capital Receipts	To enable a rolling ICT replacement programme to be undertaken.
Corporate Budget for IT Upgrades (a bid for increased budget)	14,000	Capital Receipts						Scheme is for refreshing Corporate Desktop (provision of laptops, new visual display units & central processing units, but not servers, to ensure we are capable of handling future new software applications) (additional to existing upgrade budget requirements).
ICT Infrastructure including Telephones & Equipment for Disaster Recovery. (Invest-to-Save)	441,000	Capital Receipts						To provide flexible, secure, robust, and scalable ICT infrastructure that is equipped to meet 21st century demands. Consolidate and/or upgrade network and server systems with minimal disruption to normal Council business operations. Provide proactive monitoring and capacity planning of the network and servers. E-enablement of service delivery will be made possible through an integrated technology infrastructure. To introduce 24 x 7 helpdesk facilities to support the infrastructure at all times and ensure on-line facilities are maintained for the citizens. Setup the necessary facilities to create off site Disaster Recovery for Finance, Planning, Revenue and Benefits, Leisure, Cash Receiving and Corporate functions.

Internet/Intranet Development (IEG)	23,000	Gov't Grant IEG						This scheme is the complete refresh of the web and updates. Provide a common solution for the intranet and internet content management system. Ensure ongoing maintenance of the system. Comply with all national standards for local government websites. Provide an on-line communication tool and payment facilities to the citizens of Bromsgrove. To assist with the delivery of the following e-Government indicators: R1, R3, R5, R6, G3, R7, R9, R10, R12, G12, R15, R23, R24 and G20. These are described within the business case. Future proof the website for at least 3 years. Provide a solution that is flexible to citizen requirements
Government Connect Scheme	30,000	Capital Receipts						Government Connect is a scheme which Bromsgrove DC has already signed up to. This is a national citizen authorisation programme whereby citizens have a unique reference which allows access to their local council's IT systems. E.g. enable them to review their council tax balances on-line.
Upgrading to Radius Cash Receipting System	50,000	Capital Receipts						The upgrading and setting up of the Radius Cash Receipting system for all electronic payments to the requirements of Financial Services Department.
Upgrading of Leisure Booking & Receipts/Income Flex-on-Line System	21,000	Capital Receipts						The upgrading and correct setting up of the Flex-on-Line system at all three sites. The system is used for Leisure bookings and the recording of income received. This scheme is on hold pending the review of the ways leisure related services can be provided.
Replacement of Academy Revenues & Benefits IT System	400,000	Capital Receipts						Replacement of existing Revenues and Benefits IT system.
Spatial IT Scheme (Local Authority Modernisation Programme)	500,000	Capital Receipts		5,793,000			Capital Receipts (2008/09)	The Spatial Project is a modernising programme involving the procurement of new integrated software to enable the transformation of service delivery and the achievement of full compliance with national E-Government priority outcomes.
Replacement of desktop print fleet at the Council House and Depot			75,000				Capital Receipts (Spend to Save Scheme)	Review of existing print fleet and facilities within the Council House and Depot by NRG, Danwood Group and Xerox under the OGC buying solutions compliant framework contract. Report and proposals for multifunctional devices received from all three companies and NRG selected a preferred bidder based on commercial evaluation of the 3 proposals submitted.
Provision of a Queue Management system at the CSC			30,000				Capital Receipts	Provide a solution for managing customer flow within the Customer Service Centre and in particular the disparate queue that forms in the area in front of the service desks. Provide customers with information regarding where they should wait, their position in the queue and which service desk they should attend.
<b>SUB-TOTAL</b>	<b>1,517,000</b>		<b>145,000</b>	<b>5,793,000</b>	<b>0</b>	<b>0</b>		
<b>CULTURE &amp; COMMUNITY SERVICES</b>								
<b>Recreation Grounds</b>								



Improvements to Rubery Park	154,000	Gov't Grant Liveability = £109k. Capital Receipts = £15k. S106 Culture & Community = £30k.						Park improvement scheme; including new facilities for teenagers to include a skate park and ball court facility, an extension to the play area, improvements to football pitch and signage and production of Management Plan.
New park at Barnsley Hall	217,000	Gov't Grant Liveability = £207k. Capital Receipts = £10k.						The scheme includes creation of a new public open space/Park following the conveyance of a field from the Health Authority that was subject to a Section 106 agreement (Town & Country Planning Act). The scheme involves ground works to reinstate football pitches, additional landscaping to encourage wildlife, a new access road, car parking and infrastructure to serve proposed changing room facility (recommendation of the Playing Pitch Strategy 2003).
Improvements to Sanders Park (Part funded from Government Liveability Fund)	43,000	Gov't Grant Liveability = £20k, S106 Culture & Community = £16k, Capital Receipts = £7k.						Park improvement scheme; including refurbish/extension of play area (£130k contract awarded), refurbish/redesign existing skate park, improved landscaping, improved signage and production of Management Plan following consultation with residents in 2004. Consultation with residents took place in 2004 and a Sanders Park Forum formed.
Regeneration of two Allotment Sites	4,000	Gov't Grant Liveability						The budget is for the regeneration of two allotment sites.
Callowbrook Park (Rubery) Improvement Scheme	35,000	S106 Culture & Community						To provide improved leisure facilities at the park for children/teenagers. Officers are currently considering the feasibility of schemes in consultation with the young people of Rubery in association with the police, youth service and ward members. The aim is to run the scheme in parallel and complementary to the improvements identified to St. Chads Park (Rubery) that is being funded from external grant (Liveability) monies.
<b>Sports Development</b>								
New Sporting Pitches (Garrington's/UEF) (Funded from S106 Receipts)	60,000	S106 Culture & Community	150,000	130,000			S106 Culture & Community	Increase/improve football facility provision in the District and improve quality and playing capacity of existing grass pitches and provide all weather pitches in lieu of the loss of the senior football pitch at Garringtons. Recommendation of the Playing Pitch Strategy 2003. Discussions have commenced with potential partners re the provision of a new artificial pitch.
Wythall Teenage Sports Facility Scheme	80,000	S106 Culture & Community						To provide an openly accessible area for teenagers to meet, participate in casual use football and other sports activity. The aim is to provide opportunities for diversionary activities to help curb localised anti social behaviour identified in Wythall. Officers are currently considering feasibility option sites in association with local stakeholders e.g. police, school, youth service.
<b>Leisure/Sports Centres</b>								

Dolphin Centre - Replacement of Pool Plant	55,000	Capital Receipts						The scheme is for the refurbishment of the Swimming Pool Plant at the Dolphin Centre which has been identified as requiring replacement as part of a recent Pool Plant Condition Survey. Scheme is to ensure we operate our pools to the required environmental standards and avoid deterioration in pool water quality. The scheme has been deferred to 2006/07.
<b>Grant Aid</b>								
Catshill 20:20 Community Project - Refurbishment of Play Area at George Wagstaff Memorial Hall	35,000	Capital Receipts						The refurbishment of the children's play area at the George Wagstaff Memorial Ground
Catshill 20:20 Community Project - Cycle Track/Footpath around field	25,000	Capital Receipts =£15k. S106 Culture & Community= £10k.						Provision of new footpath around the Memorial Ground to be carried out in conjunction with the play area refurbishment
Catshill 20:20 - Refurbishment of Catshill Village Hall	43,000	S106 Culture & Community						Refurbishment of the Village Hall by the Catshill Village Hall Management Committee
<b>Community Services</b>								
Restoration of Memorial Headstones in Bromsgrove Cemetery	26,000	Capital Receipts						To restore/erect the memorial headstones that are currently laid down further to the Risk Assessment previously undertaken. Headstones shall be restored to sustain their historical and structural integrity and site signage replaced.
<b>Other Schemes</b>								
Hunters Hill School Blackwell. Contribution towards New Indoor Sports Facilities	129,500	Capital Receipts						Capital grant towards the provision of a new Sports Hall
Alvechurch - Completion of Sports Building at Rowney Green	10,000	S106 Culture & Community						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.
Beoley - Drainage Improvements to Pitch at Beoley	7,100	S106 Culture & Community						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.
Romsley - Pitch Drainage Work at Romsley	15,000	S106 Culture & Community						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.
Barnsley Hall - Requisition of Land & Provision of new Play Area.	79,000	S106 Culture & Community						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.
Barnt Green (Linthurst) - Hewell Road Park Improvements & Bitterell Road Play Area Improvements	2,000	S106 Culture & Community						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.
Belbroughton - Improving Play Facilities	40,000	S106 Culture & Community						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.



Belbroughton Recreation Centre - Sports Storage Facilities & External Toilets	20,000	S106 Culture & Community						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.
Bentley Village Hall - Refurbishment of Play Area Equipment	20,000	S106 Culture & Community						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.
Blackwell - Relocation of Play Area	40,000	S106 Culture & Community						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.
Bromsgrove Town FC - Portable Goals for Lickey End Recreation Ground	1,700	S106 Culture & Community						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.
Catshill - Refurbishment of Horse Course Play Area			50,000				S106 Culture & Community	Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.
Charford Section 106 Schemes	100,000	S106 Culture & Community						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.
Hagley - Play Area Refurbishment	80,000	S106 Culture & Community						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.
King George V Playing Fields - Floodlights for existing Multi Use games area	30,000	S106 Culture & Community						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.
Oakhalls - New Play Area	40,000	S106 Culture & Community						Part of an approved programme for new provision and improvements to parks, open spaces, play areas, and recreation areas.
Alvechurch Youth Scheme			90,000				S106 Culture & Community	The project is to enhance the provision of youth facilities in the Alvechurch area following residents consultation of local needs.
Bromsgrove Youth Scheme			85,000				S106 Culture & Community	The project is to enhance the provision of youth facilities in the Bromsgrove area following residents consultation of local needs.
Tutnall & Cobley - Access Improvements			25,000				S106 Culture & Community	The project is to enhance the access to Tardebigge Community Hall to support/ expand the provision of services provided.
<b>Community Safety</b>								
C.C.T.V. Scheme 1 (Wythall/Drakes Cross).	132,000	Capital Receipts						Provision of CCTV cameras in the Wythall/Drakes Cross area to provide continuous monitoring of the shopping and recreation areas. To comply with the Council's adopted Community Plan and the 2005/08 Community Safety Strategy.
Upgrading of C.C.T.V. Facilities at St Chads Park Rubery	29,000	Capital Receipts						Upgrade to CCTV and the multi channel BT link.



Replacement of CCTV Equipment				354,000	100,000	79,000	Capital Receipts	The project is the replacement of all of the Districts CCTV cameras on a 3 year rolling programme to commence in 2008/09, the cameras were designed for a 10 year lifecycle and are due for replacement. Replacement of 26 CCTV cameras and domes in Bromsgrove Town Centre. Replacement of 19 CCTV cameras in Town Centre, Alvechurch, Barnt Green, Hagley, Rubery & Sanders Park. Upgrade the CCTV Control Room to Digital Recording and future proofing for the next 10 years. New monitor wall, display systems and interior building works.
<b>SUB-TOTAL</b>	<b>1,552,300</b>		<b>400,000</b>	<b>484,000</b>	<b>100,000</b>	<b>79,000</b>		
<b>PLANNING &amp; ENVIRONMENT SERVICES</b>								
<b>PRIVATE SECTOR RENEWAL GRANTS</b>								
Mandatory Disabled Facilities Grants (DFG's) (Private & BDHT Grants) Funded by Government SCG Grant & Capital Receipts	535,000	Gov't Grant DFG-SCG = £321k. Capital Receipts = £214k.	786,000	663,000	680,000	700,000	Capital Receipts = £505k, & Gov't Grant DFG-SCG = £281k	Budget for Disabled Facilities Grants which became mandatory under the provisions of Section 23 of the 1996 Act for works facilitating access to and around the dwelling, and for the provision of certain facilities within the dwelling.
Discretionary Home Repair Assistance & Housing Renewal Grants (Private Sector Only)	156,000	Capital Receipts	161,000	164,000	168,000	173,000	Capital Receipts & Gov't Grant Regional Housing Pot = £79k & £82k.	The Council's Strategy & Policy relates to the implementation of new services designed to improve housing quality, energy efficiency & health and social well being by improving poor standard, unfit or empty dwellings and by enabling people to remain in their own homes. This scheme forms part of our agreed private sector housing strategy.
<b>STRATEGIC HOUSING</b>								
<b>Retained Housing</b>								
Houndsfield Lane Caravan Site - Door & Window Replacements - Amenity Blocks.	8,000	Housing Capital Receipts						Refurbishment of amenity blocks on caravan site.
<b>Homeless Hostels Schemes</b>								
Refurbishment & Modernisation of Homeless Hostels (Holly, Rubery, Burcot, & Wythall Lodges)	19,000	Housing Capital Receipts						
Homeless Hostel Re-modelling Scheme			325,000				Capital Receipts	Grants to RSL's to support and subsidise the provision of Affordable Housing Development in the form of rented tenure.
<b>Strategic &amp; Enabling Housing Schemes</b>								
4 Houses on garage sites (Grafton, Foxwalks) Probable Slippage to 2005/06.	96,000	S106 Affordable Housing						Grant funding of 4 houses for letting at affordable rents by Rooftop Housing Association development at a former garage site.
5 Houses on garage sites (Ryfield) (Includes slippage)	72,000	S106 Affordable Housing						Grant funding of the development of 5 houses for letting at affordable rents by Rooftop Housing Association development at former garage site.

Affordable Housing Schemes							
Grants to RSL - York Rd, & Hollywood La/Houndsfield CI	32,000	S106 Affordable Housing					Grant funding of 3 houses for letting at affordable rents by Bromford Housing Association.
Grants to RSL - Villiers Road (formerly 38-42 Broad St)	120,000	S106 Affordable Housing					Grant funding of a development of 15 flats for letting at affordable rents by Rooftop Housing Association.
Grants to RSL's - Housing to Rent (New Build)	115,000	Housing Capital Receipts = £30k & S106 Affordable Housing = £85k.					The provision of Local Authority Grant to a Registered Social Landlord to fund the provision of additional units of affordable housing within the District through new build. Method - New Build. Tenure - Rented. Property Type - General Needs Housing.
Grants to RSL's - Shared Ownership (New Build/Do-it-Yourself)	22,000	Housing Capital Receipts					The provision of Local Authority Grant to a Registered Social Landlord to fund the provision of additional units of affordable housing within the District. Method - New Build or Do It Yourself (where client identifies dwelling on open market and enters into shared ownership with an RSL. Tenure - Shared Ownership (25% - 75%). Property Type - General Needs Housing. Grants to be allocated on an individual property basis.
Grants to RSL's - Low Cost Shared Equity / Shared Rented Housing	58,000	Capital Receipts - (Ring Fenced for Low Cost Hsg)					The provision of Local Authority Grant to a Registered Social Landlord to fund the provision of additional units of affordable housing within the District. Tenure - Low Cost Fixed Equity Housing (at 60% or 70% of Market Value). Property Type - General Needs Housing.
Grants to RSL's - Low Cost Housing	160,000	Capital Receipts - (Ring Fenced for Low Cost Hsg)					
Grants to RSL's - Housing for Rent	285,000	Capital Receipts - (Ring Fenced for Low Cost Hsg) = £200k. Housing Capital Receipts = £35k. S106 Affordable Housing = £50k.					
Grants to RSL's - General	40,000	Capital Receipts - (Ring Fenced for Low Cost & Shared Ownership Hsg)	40,000	40,000	0		Capital Receipts - (Ring Fenced for Low Cost & Shared Ownership Hsg)

Extra Care Sheltered Housing - Gilbert Court, Charford.			1,000,000				Capital Receipts	The provision of Local Authority Grant to a Registered Social Landlord towards the joint commissioning or the re-modelling and provision of 27 additional units of affordable housing and community facilities within the planned re-modelling of Gilbert Court Sheltered Housing Scheme to Extra Care Standard.
WM Regional Housing Pot Local Authority Grant Allocation	217,000	Gov't Grant Regional Housing Pot						The Government Office West Midlands has made a cash allowance to housing authorities who are debt free to spend generally on housing capital projects. The £217k allocation has been allocated to 8 separate projects which were approved by Executive Cabinet on 1st Nov 2006.
Grants to RSL's - Affordable Housing Rented Schemes			250,000				S106 Affordable Housing	Grants to RSL's to support and subsidise the provision of Affordable Housing.  Development in the form of rented tenure.
Grants to RSL's - Shared Ownership and Low Cost Affordable Housing Schemes			11,000				Capital Receipts - Ring Fenced for Low Cost	Grants to RSL's to support and subsidise the provision of Affordable Housing Development in the form of Shared Ownership or Low cost tenures. Where schemes are not forthcoming due to land supply issues, the funding can be utilised to fund Do It Yourself Shared Ownership (DIYSO) or Home Buy Schemes where applicants identify a home on the open market and apply to either part purchase through an RSL or buy at 75% of market value on an equity resale scheme.
Grants to RSL's - Shared Ownership and Low Cost Affordable Housing Schemes			11,000				Housing Capital Receipts - Ring Fenced for Housing Use	Part of above scheme
Housing Safety Net Funding - Scheme to be developed			83,000				Gov't Grant Regional Housing Pot	Government Grant has been provisionally allocated to the Council for use in 2007/08 on a housing capital scheme which will be developed in due course.
<b>SUB-TOTAL</b>	<b>1,935,000</b>		<b>2,667,000</b>	<b>867,000</b>	<b>848,000</b>	<b>873,000</b>		
<b>STREET SCENE &amp; WASTE MANAGEMENT</b>	-	-						
Pay & Display Car Park Ticket Machines	20,000	Capital Receipts (Spend to Save Scheme)						A review of car parking operations has taken place to see how we can operate more efficiently. Ticketing machines do breakdown and when this happens we lose income. New machines will help us maximise future income from which the cost of this scheme will be repaid to capital over the next 7 years. The scheme is for the provision of 6 additional pay and display machines in certain car parks in Bromsgrove which currently have only 1 pay and display machine. The key service objective is to provide good quality, well maintained, customer focused, and user friendly car parking facilities for the residents of and visitors to the District of Bromsgrove.
Concessionary Fare Implementation of Smart Cards	20,000	Capital Receipts						To implement smart card operation as part of the concessionary fares scheme

Replacement Pay & Display Ticket Machines			18,000					S106 Off-Site Car Parking Provision	The replacement of seven old pay and display machines with brand new ones using S106 monies from development adjacent to Hanover Street car Park.
<b>DEPOT SERVICES</b>									
Rear Loading Refuse Freighters	292,000	Capital Receipts							To obtain 3 rear loading refuse freighters for accessing properties in areas which are difficult to access.
Replacement of Fleet Vehicles (Multi Lift Vehicles)	125,000	Capital Receipts							Part of the structured vehicle replacement plan to ensure we can comply with our statutory requirements for mobile litter crews, dog foul bins and fly tipping etc.
New Tanker for Cesspools Work	58,000	Capital Receipts							The Council has a responsibility to empty 2,500 properties who have cesspools within Bromsgrove District. The budget is for a new tanker vehicle.
Pavement Sweepers for Street Cleansing	99,000	Capital Receipts							Budget is for suitable vehicles to sweep the streets and pavements in line with Council specification. To comply with the Environmental Protection Act.
Graffiti Removal System	16,000	Capital Receipts							To obtain a vehicle suitably equipped for the removal of graffiti throughout the District.
Street Cleansing Vehicles & Equipment (Identified within Depot Strategy)	519,000	Capital Receipts							Implementation of the strategy to improve services delivered from the Depot and achieve the outputs required by the Council's Recovery Plan. This scheme is for the purchase of large, mini, & pedestrian controlled sweepers; pick-up vehicles, & trailers. Also replacement of existing vehicles.
Replacement Rear Loading Trade Waste Collection Vehicle.	127,000	Capital Receipts							Implementation of the strategy to improve services delivered from the Depot and achieve the outputs required by the Council's Recovery Plan. Replacement of an existing 'V' registration trade waste refuse collection vehicle (£130k). Purchase of waste freighter will replace a freighter currently being rented.
Skips for new 18 tonne Depot Multi Lift Vehicles.	20,000	Capital Receipts							Skips for the new 18 tonne Multi Lift vehicles now planned for purchase in 2006/07. Will be utilised by all Depot services.
Replacement of 2 Large Mechanical Sweepers			140,000					Capital Receipts	The replacement of the two existing mechanical sweepers.
Improvements to Depot Site	50,000	Capital Receipts	50,000					Capital Receipts	Physical improvements to Depot yard and stores to meet HSE recommendations and create suitable parking arrangements for fleet.
Street Scene Depot Vehicle Replacement Programme (Refuse Collection)			63,000	13,000	273,000	2,183,000		Capital Receipts	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.
Street Scene Depot Vehicle Replacement Programme (Street Cleaning)			85,000	186,000	146,000	662,000		Capital Receipts	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.
Street Scene Depot Vehicle Replacement Programme (Recycling)			540,000		13,000	15,000		Capital Receipts	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.

Street Scene Depot Vehicle Replacement Programme (Commercial Services)			0	106,000	13,000	170,000	Capital Receipts	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.
Street Scene Depot Vehicle Replacement Programme (Garage Services)			59,000	1,000	15,000	28,000	Capital Receipts	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.
Street Scene Depot Vehicle Replacement Programme (Highways)			21,000	23,000	1,000	163,000	Capital Receipts	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.
Street Scene Depot Vehicle Replacement Programme (Grounds)			123,000	59,000	102,000	253,000	Capital Receipts	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.
Street Scene Depot Vehicle Replacement Programme (Multi-lift Vehicle)			17,000		12,000	7,000	Capital Receipts	To provide a 10 year, on going, vehicle replacement programme for the departmental fleet.
<b>SUB-TOTAL</b>	<b>1,346,000</b>		<b>1,116,000</b>	<b>388,000</b>	<b>575,000</b>	<b>3,481,000</b>		
<b>SUPPORT SERVICES RECHARGES</b>	-							
<b>SUPPORT SERVICES RECHARGES TO CAPITAL (To be recharged over all schemes in 2006/07, 2007/08 &amp; later year)</b>	<b>124,000</b>	Capital Receipts	<b>127,000</b>	<b>130,000</b>	<b>133,000</b>		Capital Receipts	
<b>SUB-TOTAL</b>	<b>124,000</b>		<b>127,000</b>	<b>130,000</b>	<b>133,000</b>	<b>0</b>		
<b>TOTAL OF EXISTING SCHEMES</b>	<b>6,798,300</b>		<b>4,659,000</b>	<b>7,812,000</b>	<b>1,656,000</b>	<b>4,433,000</b>		

Funding:

Capital Receipts	4,624,500		3,548,000	7,401,000	1,375,000	4,152,000
Section 106 Receipts	1,213,800		668,000	130,000	0	0
Government Grants	960,000		443,000	281,000	281,000	281,000
<b>Total</b>	<b>6,798,300</b>		<b>4,659,000</b>	<b>7,812,000</b>	<b>1,656,000</b>	<b>4,433,000</b>



## ASSET MANAGEMENT GROUP

### Strategic Objectives and Group Responsibilities

#### 1. STRATEGIC OBJECTIVES

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

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

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

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

All non operational assets must be:

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

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

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

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

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

## **2. GROUP RESPONSIBILITIES**

The Group is responsible for:

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

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

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

### **Head of Culture & Community Services**

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

### **Head of Street Scene & Waste Management**

- Council's Depot
- Public Conveniences
- Car parks

### **Economic Development Officer**

- Market Hall
- Other Town Centre issues

Responsibility for non-operational property (principally the main Council House at Burcot Lane) rests with the Property & Facilities Manager.

The following are pivotal in the day-to-day management of the Council's property assets:-

- Setting and monitoring repairs and maintenance budgets
- Responding to repair requests and organising maintenance works, on both planned and incident-responsive bases
- Implementing improvement and reinstatement programmes
- Energy Management (i.e., monitoring all fuel usage in operational and non-operational premises)
- Monitoring income (from investment assets)

## APPENDIX 4

- Disposal and acquisitions (both freehold and leasehold)
- Valuations
- Rent Reviews, Lease renewals, assignments
- General property-related queries
- Appointing and monitoring the performance of external property consultants or contractors (where appropriate)

## **DEPARTMENTAL CAPITAL INVESTMENT STRATEGIES**

### **Planning and Environment Services Strategy**

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

#### **Planning Strategy**

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

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

#### **Environment Services Strategy**

There are currently no requirements for capital schemes.

#### **Housing Strategy**

On 29<sup>th</sup> March 2004, housing in Bromsgrove took a major step forward when we transferred our 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 now enables 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.

The Council was awarded Government Grant of £217k for the financial year 2006/07 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 Grant was received too late in the financial year for schemes to be developed and will be carrying this forward for use in year 2007/08. We have now also been awarded a further £162k for use in 2007/08.

The Capital Programme for 2007 to 2010, and the current financial year 2006/07, includes various housing schemes totalling some £6.3m, 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 (Refurbishment, Modernisation & Re-modelling schemes);
- Strategic & Enabling Housing Schemes (Grant funding of schemes);
- Affordable Housing Schemes (Grant funding of schemes);
- Extra Care Sheltered Housing (Gilbert Court).

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

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

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

### Future Housing Investment Strategy

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

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

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

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

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

In recognition of the funding being put forward by the Council, BDHT has agreed to assist the Council in replacing the use of its hostel accommodation with higher quality self contained dwellings from their housing stock for use by homeless people.

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

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

### Recycling of Capital Grants

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



## **Culture and Community Services Strategy**

Sport and Active Recreation have long been recognised as an important part of modern life, which can provide a contribution to Health Communities, Building Safe, Strong & Sustainable Communities, Economic Vitality & Workforce Development and Meeting the needs of Children & Young People.

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

Culture & Community Services currently provides/operates the following services for local residents, The Dolphin Centre, Haybridge Sports Centre, Spadesbourne Suite, Sports & Art Development, Parks, Play Areas, Open Spaces, Fairs, Cemeteries, The Bromsgrove Museum, Tourist Information Centre, CCTV, Lifeline and the Management of the Community Safety Partnership.

As part of the Corporate Improvement Plan a large number of changes have occurred within the Council to allow it to deliver its Corporate Objective and Priorities.

The creation of the Culture and Community Services Department which brought together the former Leisure Services department, Community Safety, CCTV and the Lifeline operation, has allowed the service to focus it's planning, implementation and delivery of services to address the Corporate Objective 04 – Improvement and its priorities of performance, customer service and reputation by creating individual service improvement plans and focusing attention on the key elements of service delivery.

The service as a whole is using the Towards an Excellent Service Framework (TAES) to create a self assessment and improvement plan to ensure the department establishes robust continuous improvement plans, utilises its resources efficiently & effectively and delivers high quality services. Further more this process will continue to imbed the Council wide improvements made to Performance Monitoring and begin the process of addressing the Value for Money debate/agenda.

The department will also play a major role in delivering the Council's Objective 03 - Sense of Community & Well Being through its ongoing work and planned improvements highlighted above. The Community Safety, Sports & Arts development teams will be focusing on the Priority of Community Influence by endeavouring to enhance their current work and by responding the needs of the community as established by the improved consultation systems recently introduced. The Sports, Parks & Events teams will be focusing their attention on the Priority of Community Events and be looking to expand the number of community events/activities we directly deliver or facilitate across the district.

In addition Community and Partnership development has been included to the responsibilities of the department as the Council recognises the benefits that can be achieved by working strategically and operationally with other organisations. Priorities in this area over the coming years will to play an active part in the revised Local Strategic Partnership (Children & Young People and Health & Well Being), develop greater capacity within the voluntary sports & play sector, the creation of a Community Sports Network, support the work of the newly formed North Worcestershire Schools Sport Partnership, review the Council's Section 106 and Grant Application policies and respond to the Challenges of the Children and Young Persons Strategic Partnerships action plan.

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

### Service Aims

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

**What is equality and diversity** - Equality and diversity is about fairness, equality of access, recognizing inequalities and taking steps to address them. It is about

changing the culture and structure of what we do to ensure that it becomes equally accessible to all members of society, whatever their age, ability, gender, race, ethnicity, sexuality or socio-economic status.

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.

(This entirely supports the commitments made in the Council's Inclusive Equalities Scheme)

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

- Improving the Health of the local Community;
- Build Safe, Strong & Sustainable Communities;
- Promote Economic Vitality & Workforce Development; and
- Meet the needs of Children, Young People & the vulnerable.

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

### Objectives for 2007/08

As part of the corporate business planning and the service level team planning process a number of key deliverables for 2007 / 2008 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;
- Review the Operation to C&CS to ensure that income generation is maximised and that Fees & Charges reflect the local market and top quartile pricing;
- Review the delivery of Section 106 Schemes across the district and revise the mechanism for agreeing such schemes in relation to neighbourhood management proposals;
- Implement the CCTV improvement action plan, to enhance service delivery;
- Implement a Community Sports Network for the District;
- Develop an action plan for submission to the Big Lottery Fund as part of the Worcestershire Play Strategy to enhance play services with in the District;
- Delivery of the Community Safety Strategy by April 2008 (see below).

The capital programme for 2007 – 2010 contains a number of key projects for Culture and Community Services including:-

- Enhancement of a number of Children's Play areas across the district;
- Provision of a new park and sports facilities at Barnsley Hall;
- The provision of a new artificial pitch (ATP);
- Delivery of the externally funded Dabid projects in Sidemoor and Charford wards and potential schemes elsewhere;
- Improvements to the Council Allotment provision.

Future years schemes are likely to include: -

- Redevelopment and upgrading of CCTV;
- Additional Sport Facilities within the district;
- The implementation of the Play Strategy funded in partnership with the Big Lottery Fund.

### Community Safety

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

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

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

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

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

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

## **Street Scene & Waste Management Strategy**

The department delivers the following services to a population of 90,700 (2004 projection) people and 37,647 households (Council Tax Register) within Bromsgrove:-

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

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

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

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

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

## **Resources Strategy**

### **Support Services**

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

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

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

This was recognised in the financial year 2005/06 and saw the commencement of the £1.8m IT Infrastructure scheme which delivered a sound platform to enable the Council to introduce modern efficient working practices thereby delivering potential savings. The year 2006/07 also included a new Human Resources Information and Management System, a new Committee Minutes System, replacement Electoral Software, and a programme of corporate IT upgrades.

A computerised E-Procurement IT system is currently under development and will enable commitment accounting, electronic purchasing, the streamlining of the procurement/creditor payments processes, and will be a step on the way towards the paperless office.

### **E-Government & Customer Services**

Over the previous 4 years the Council has made substantial investment in Information Technology services under the Government Implementing Electronic Government (IEG) initiative with funding from Home Office Government IEG Grant supplemented by the Council's own capital resources. The purpose of this is to introduce new systems of working across the Council and extend the use of the Internet to achieve efficiency gains which can then be redeployed into front line services. The Estimated Capital expenditure on IT related schemes in 2007 – 2010 is £6.4m.

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

Ongoing schemes continuing into 2007 – 2010 include:

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

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

- Internet/intranet Development
  - The base platform has already been developed and this proposal is intended to upgrade the internal Intranet and provide a fully functioning two-way communication Internet vehicle that provides citizens with a route to communicate and influence the Council (an e-Government requirement);
- Upgrading of the Radius Cash Receipting IT System
  - A general upgrade to the system;
- Upgrading of the Leisure Booking & Receipts/Income Flex-on-Line IT System
  - A general upgrade to the system (currently on hold pending the outcome of a review of the ways leisure related services can be provided);
- Replacement of the Academy Revenues & Benefits IT System
  - Purchase of a new system was included in the 2006/07 capital budget but replacement is now unlikely to be required until 2008/09 because the contract for the existing system has been extended by 1 further year;
- General IT Upgrades
  - A rolling programme of ICT replacements.

New Bids for 2007 – 2010 include:

### High Priority

- Provision of Queue management system at the Customer Service Centre (CSC)
  - A provide a solution to manage the customer flow within the CSC;
- Provision new desktop printing solution.
  - Replacement of all desktop printers, photocopies & fax machines;
- Provision of Queue Management system at the CSC.

### Medium Priority

- Connection of CCTV centre to corporate network
  - Installation of fibre link between Council building & CCTV centre;
- Refinement of Customer Service Environment at the CSC
  - Alterations at the CSC to improve working conditions;

- Provision of Corporate Intranet solution
  - Development of a corporate Intranet Solution;
- Provision of Queue management system at the Customer Service Centre (CSC)
  - A provide a solution to manage the customer flow within the CSC.

Low Priority

- Connection of Shop Mobility Office to Corporate Network
  - Installation of Fibre link & associated equipment between Shop Mobility Office & the Main Council Offices.

For 2007 - 2010 the Council has approved the high priority schemes only.



## Project Initiation Document 2007 – 2010

### Bids for Capital Resources in the 2007 – 2010 Capital Programme

#### 1 Purpose

The purpose of the Project Initiation Document (PID) is to seek approval from Executive Cabinet 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.

**Prepared by:**

**Date:**

#### 2 Details of Proposed Capital Scheme

<b>Title of Scheme:</b>	<b>Start Year:</b>
-------------------------	--------------------

#### 3 Background

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

##### 3.1 Definition

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

##### 3.2 Current Position

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

**Current position:**

The deficiencies are (Summary and Bullet Points):

**Deficiencies:**

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

**Consequential risks:**

#### **4 The Proposal**

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

List option 1 – (one line description only)

List option 2 – (one line description only)

Etc.

**Options Considered:**

#### **4.1 Costs**

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

**Cost of Options Considered:**

Option recommended and reason:

**Recommended Option:**

**4.2 Value for Money**

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

**4.3 Service Business Plan**

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

**4.4 Support for the proposal**

The key drivers in developing this recommendation are .....

Driver	Consideration

**4.5 Overview of the proposal**

Brief details with no more than 4 bullet points:

**1. Cash Flow of Proposed Scheme**

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

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

## 2. Asset Management

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

## APPENDIX 6

### 3. Revenue Impact of Proposed Scheme

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

Employee Costs (describe purpose) (Do not include Internal Design / Supervision Costs) Maintenance Costs Loss of interest on capital expenditure @ 4.75% of total scheme Other Costs (describe purpose)				
<b>Total Revenue Cost</b>				
Income / Savings (describe)				
<b>Total Revenue Income / Savings</b>				
<b>Net Revenue Impact</b>				

#### 4. The 'Council Plan'

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

#### 5. Justification

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

### APPENDIX 6

#### 6. Vision

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

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

## 7. Council Objectives

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

### 1. Regeneration

Priority 1 – Town Centre

Priority 2 – Longbridge

Priority 3 – Housing

**Regeneration:**

### 2. Environment

Priority 4 – Clean Streets

Priority 5 – Planning

**Environment:**

### 3. Sense of Community and Well Being

Priority 6 – Community Activities

Priority 7 – Community Influence

**Sense of Community and Well Being:**

### 4. Improvement

Priority 8 – Customer Satisfaction

Priority 9 – Reputation

Priority 10 – Performance Improvement

**Improvement:**

## APPENDIX 6

## 8. Values

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

1. Leadership

2. Partnership

3. Customer First

4. Diversity

**Values:**

## 9. Performance Improvement

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

**PI's:**

## 10. Asset savings

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

