



**BROMSGROVE DISTRICT COUNCIL**

**PERFORMANCE MANAGEMENT BOARD**

**TUESDAY, 24TH JANUARY 2006 AT 2.00PM**

**COMMITTEE ROOM, THE COUNCIL HOUSE, BROMSGROVE**

**AGENDA**

Council Agendas and Minutes are available on our web site at  
[www.bromsgrove.gov.uk/meetings](http://www.bromsgrove.gov.uk/meetings)

MEMBERS: Councillors B. L. Fuller C.B.E. Q.S.F.M. (Chairman), P. M. McDonald (Vice-Chairman), G. N. Denaro, Mrs. J. Dyer M.B.E, C. B. Lanham, N. Psirides J. P. and J. A. Ruck.

1. To receive apologies for absence and notification of substitutes
2. To confirm the Minutes of the Performance Management Board dated 10th November 2005
3. Selection of Top 45 Performance Indicators
4. Top 45 Performance Management Report – Quarter 3
5. Audit Commission Progress Assessment Inspection Report
6. Performance Management Board Work Programme 2006/07
7. Date of Next Meeting
8. To consider any other business, details of which have been notified to the Head of Legal and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting

S. NIXON  
Chief Executive

The Council House,  
Burcot Lane,  
BROMSGROVE  
Worcs.  
B60 1AA

16th January 2006

# **BROMSGROVE DISTRICT COUNCIL**

## **MEETING OF THE PERFORMANCE MANAGEMENT BOARD**

Thursday, 10th November 2005, at 3.00 p.m.

PRESENT: Councillors G. N. Denaro, Mrs. J. Dyer M.B.E., B. L. Fuller C.B.E. Q.F.S.M., C. B. Lanham, P. M. McDonald, N. Psirides JP and E. C. Tibby (substituting for J. A. Ruck)

1/05 **ELECTION OF CHAIRMAN**

**RESOLVED:** that Councillor B. L. Fuller C.B.E. Q.F.S.M. be elected Chairman of the Board.

2/05 **ELECTION OF VICE-CHAIRMAN**

**RESOLVED:** that Councillor P. M. McDonald be elected Vice-Chairman of the Board.

3/05 **APOLOGY**

An apology for absence was received from Councillor J. A. Ruck.

4/05 **TERMS OF REFERENCE OF THE BOARD**

Members received and noted the Terms of Reference for the Board which had been agreed by the Executive Cabinet.

5/05 **FORWARD PLAN**

Members considered the Forward Plan for the Board, including the timetable for the submission of various policy, finance and performance reports and the frequency of future meetings.

During the discussion it was suggested that all Corporate Directors and Heads of Service should be available at the Council House on the days when the Board met in case they were required to attend for a particular item. The Assistant Chief Executive expressed his concern about the ability to administer such an arrangement and suggested that a pre-meeting between himself, the Chairman and Vice-Chairman, to consider each agenda would be helpful. The Assistant Chief Executive also suggested the development of a set of protocols for the Board to help establish the relationships between the Board, Portfolio Holders and officers.

Some Members felt that financial monitoring reports should be submitted monthly rather than quarterly so that any corrective action could be recommended in a timely manner. The Chairman acknowledged that although this was desirable, it was unrealistic at the moment. It was also suggested that Portfolio Holders/Heads of Service should be required to report progress on Service Business Plans on a quarterly basis and highlight and account for any problem areas with regard to their budgets. The Chairman also indicated that, on an annual basis, the Board would review the previous year and look forward.

The Assistant Chief Executive noted Members dislike of the information produced by Performance Plus and suggested a new format for reporting that was consistent with Audit Commission good practice and a strategic focus on around 50/60 performance indicators to be reported quarterly. The Assistant Chief Executive agreed to submit a proposed set of indicators to the next Meeting and to arrange for each Service Business Plan for 2006/2007 to also be submitted.

The Assistant Chief Executive also outlined a possible schedule of future meetings that would be consistent with the reporting requirements detailed in the Board's

PERFORMANCE MONITORING BOARD  
10th November 2005

Terms of Reference. Members asked the Assistant Chief Executive to formally submit a schedule of meetings and work programme for the Board for discussion at the next Meeting.

Following discussion, it was

RESOLVED:

- (a) that the next Meeting be held on Tuesday, 24th January 2006 at 2.00 p.m.;
- (b) that the Assistant Chief Executive, Chairman and Vice-Chairman have a pre-meeting to discuss the January agenda;
- (c) that a proposed schedule of meetings and work programme be submitted to the next meeting;
- (d) that Services' Business Plans for 2006/2007 be submitted to the January meeting;
- (e) that a set of protocols for the Board be submitted to the January meeting;
- (f) that a Top 50/60 indicators be submitted to the January meeting.

The Meeting closed at 3.50 p.m.

Chairman

**BROMSGROVE DISTRICT COUNCIL**

**PERFORMANCE MANAGEMENT BOARD**

**24TH JANUARY 2006**

**SELECTING THE TOP 45**

Responsible Portfolio Holder	Councillor Mrs. M. M. T. Taylor
Responsible Head of Service	Hugh Bennett – Assistant Chief Executive

**1.0 Summary**

- 1.1 At the Performance Management Board's first meeting it agreed to the production of a "Top 45" set of indicators to help the Board and Cabinet focus on the most important indicators from the 200 plus available on the Council's performance management software. The Board also requested an improved format for reporting these indicators.
- 1.2 This report focuses on the reasons for selecting a "Top 45". The Board are asked to consider the reasoning for selecting the proposed "Top 45" and to recommend the "Top 45" to Cabinet as it stands or with amendments based on discussions between Members and officers at the Board meeting.
- 1.3 The "Top 45" focuses on public facing indicators and consequently is largely drawn from the Services Directorate.

**2.0 Recommendations**

- 2.1 It is recommended that the Performance Management Board:
- (a) agree the criteria for selecting the "Top 45" performance indicators;
  - (b) consider the "Top 45" indicators selected on the basis of the agreed criteria and recommend these to Cabinet as an appropriate set to focus on during 2006/07;
  - (c) agree to receive the "Top 45" report each quarter allowing sufficient time for the report to be tabled at a Corporate Management Team, before being reported to the Board;
  - (d) agree to receive a second top set of performance indicators at its March meeting which will concentrate on the corporate health indicators e.g. sickness absence etc.;
  - (e) agree to review the "Top 45" set of performance indicators on an annual basis;
  - (f) agree to the proposed process for reducing the number of indicators on the Council's performance management system.

### **3.0 Background**

- 3.1 The Council has in excess of 200 indicators on the Performance Plus system. For an organisation with a revenue spend of approx. £10,000,000 this is too many, particularly when compared with the single indicator – profit – used by the private sector. With so many indicators, it is difficult for Members to focus their attention on the indicators which are most important. Similarly, with over 200 indicators staff are unlikely to be clear about where to focus their improvement activity. In addition, too much staff time is likely to be spent on collecting indicators rather than improving performance. The “Top 45” aims to address these issues. The idea of focus is consistent with the Audit Commission’s guidance on performance management and with the Comprehensive Performance Assessment methodology which will be used to assess the Council in 2007.

### **4. Report**

#### Criteria for Selecting the “Top 45”

- 4.1 The Audit Commission’s recent Progress Assessment of the Council identified that 58% of the Council’s Best Value Performance Indicators are in the bottom quartile (worst 25%) or third quartile (worse than 50% of Councils). Clearly, there is a need to focus on improving the performance of these indicators. In addition, the Council will be subject to a Comprehensive Performance Assessment by the Audit Commission in 2007. The methodology (and therefore the indicators to be included) in the new Comprehensive Performance Assessment for district councils is yet to be determined; however, by looking at the new methodology for upper tier councils we can identify which indicators are likely to be included in the district methodology. The Council intends to come out of recovery in early 2007 and a successful Comprehensive Performance Assessment will be key to this, so we need a focus on these indicators as well. Similarly, some indicators on the Performance Plus system link directly to actions on the Council’s recovery plan; again it makes sense to focus on these indicators.
- 4.2 Although we are likely to focus much of our activity in the coming year on improving those indicators which are not performing well, are important to the Comprehensive Performance Assessment and are in the recovery plan, we do also need to consider indicators that are important to the public - what can be described as “headline” performance indicators or “key” performance indicators. A good example would be recycling and composting of domestic waste. The Council is already performing well in this respect, nevertheless, we know that this is an area of high public interest. As a result the proposed “Top 45” also contains indicators which are considered to be important to the public.
- 4.3 Based on the above, the Performance Management Board are asked to recommend to Cabinet the following five selection criteria for the “Top 45” to Cabinet:-
- Indicators identified as important by the Audit Commission for future CPA inspections;
  - Key PIs as documented in the Council’s Annual Performance Plan 2005/06;

- Indicators which can be classed as headline grabbing;
- Indicators that can be linked to the Council's Recovery Plan (but not in the Resources Directorate); and
- Indicators for 2004/05 which were in the bottom two quartiles.

#### Top 45 Indicators

- 4.4 Using the above criteria a proposed "Top 45" set of indicators is set out in Appendix 1 (and cross references to the criteria set out in 4.3). The number of indicators breaks down into the following departments and categories:

##### Culture & Community Services

- 6 BVPIs and 8 LPIs,
- 6 indicators classed as headline grabbing,
- 2 BVPIs in third quartile for 2004/05,
- 1 BVPI in bottom quartile for 2004/05.

##### Planning & Environment Services

- 13 BVPIs and 3 LPIs,
- 1 indicator classed as headline grabbing,
- 2 BVPIs in third quartile for 2004/05.

##### Street Scene & Waste Management Services

- 5 BVPIs and 7 LPIs,
- 3 indicators classed as headline grabbing,
- 2 BVPIs in third quartile for 2004/05,
- 1 BVPI in bottom quartile for 2004/05.

##### Financial Services

- 3 BVPIs,
- 1 indicator classed as headline grabbing,
- 1 BVPI in third quartile for 2004/05,
- 3 BVPIs in bottom quartile for 2004/05.

- 4.5 The Financial Services indicators are included despite them not being part of the Services Directorate as they are public facing indicators e.g. benefits

#### Timing of "Top 45"

- 4.6 Members will remember that the Assistant Chief Executive was concerned about the ability to produce a "Top 45" for the 24 January 2006 meeting. Whilst it has been possible to hit the deadline, it has not allowed sufficient time for the report to go to the Corporate Management Team, which is normal practice for Cabinet/Scrutiny reports. As a result, it is recommended that future reports build in sufficient time for this to happen (approximately two weeks). It is also recommended that the "Top 45" set of indicators be reported on a quarterly basis. In between quarters, the Board can call for more detailed reports on particular indicators and/or updates on indicators of particular concern.

## Corporate Health Indicators

- 4.7 Members will remember that the Board's terms of reference also includes the responsibility to scrutinise corporate health indicators. Typically, these are indicators such as sickness absence, council tax collection etc. If the Board are comfortable with the approach adopted for the selection of the "Top 45" it is recommended that we now go on to select a set of corporate health indicators in a similar manner and table this at a March meeting.

## Review of the "Top 45"

- 4.8 It is good practice to review the set of indicators an organisation uses to monitor its progress; conversely it is good practice to provide managers and staff with a degree of stability in terms of strategic focus, so that they can concentrate on making improvements. It is recommended that the "Top 45" selected is reviewed annually by the Board with recommendations to Cabinet.

## Reducing the Number of Indicators

- 4.9 We have previously identified that there are over 200 indicators on the Council's Performance Plus system and that this is too many to provide Members and staff with a focus to our improvement activity. We have now set about providing focus through the "Top 45" and a proposed corporate health indicator set (possibly another 20). In addition to these there will be some operational indicators that heads of service wish to retain, that will be reported to at their management teams. Once these three sets of indicators have been identified (possibly in the region of 100) it is proposed that the remaining 100 to 150 are deleted from the system. It is recommended that the Board agree to this process, with the caveat that all indicators identified for deletion are tabled at a future Board meeting for discussion.
- 4.10 The Board are asked to note that while the above process will reduce the number of indicators, the current Customer Strategy, which is work in progress and subject to further discussions on the budget and Cabinet approval in March, will look to provide the Council with a much more robust way of measuring customer satisfaction. The Assistant Chief Executive will provide further details at the Board's meeting.

## **5.0 Conclusions**

- 7.1 The selection of the "Top 45" using the agreed criteria is the first step in a process designed to provide Members and managers with a more strategic focus for improving the Council's performance and is consistent with Audit Commission good practice.

## **9.0 Financial Implications**

- 9.1 None.

## **10.0 Legal Implications**

- 10.1 None

## **11.0 Other Sub Headings**

11.1 None.

## **12.0 Background Papers**

CPA, The Harder Test, National Report, Audit Commission, 15 December 2005.

Acting on Facts, Performance Management Good Practice, Audit Commission, 2003.

### **Contact Officer**

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**"Top 45" Indicators**

**Appendix 1**

<b>Number</b>	<b>PI</b>	<b>Description</b>	<b>Directorate / Department</b>	<b>CPA</b>	<b>Key PI</b>	<b>Headline Indicator</b>	<b>Recovery Plan</b>	<b>Bottom Quartile</b>	<b>Third Quartile</b>	<b>Reporting Frequency</b>
1	BV106	% of new homes built on brownfield sites	Services / P&ES	Yes	No	No	No	No	No	Annual
2	BV109 a BV109 b BV109 c	Timeliness of processing of planning applications	Services / P&ES	Yes	Yes	Yes	No	No	Yes No No	Quarterly
3	BV126 a	Domestic Burglaries per 1000 households	Services / C&CS	No	No	Yes	No	No	No	Quarterly
4	BV127 a BV127 b	Violent crimes & robberies per 1000 population	Services / C&CS	No	No	Yes	No	No	No	Quarterly
5	BV128	Vehicle crimes per 1000 population	Services / C&CS	No	No	Yes	No	No	No	Quarterly
6	BV166 a	Environmental health checklist of best practice	Services / P&ES	Yes	No	No	No	No	Yes	Quarterly
7	BV170 a BV170 b BV170 c	Usage of museums	Services / C&CS	No	No	No	No	Yes Yes No	No No Yes	Quarterly
8	BV175	Racial incidents resulting in further action	Services / C&CS	Yes	No	Yes	No	No	No	Quarterly
9	BV176 Now BV225	Actions against domestic violence	Services / C&CS	Yes	No	No	No	No	Yes	Quarterly
10	BV183 a BV183 b	Length of stay in temporary accomodation	Services / P&ES	Yes	Yes	No	No	No	No	Quarterly
11	BV199 a BV199 b BV199 c BV199 d	Local Street and environmental cleanliness	Services / SS&WM	Yes	Yes	Yes	No	Yes N/A N/A N/A	No	Annual
12	BV200 a BV200 b BV200 c	Plan making - development plan	Services / P&ES	Yes	No	No	No	No	No	Annual
13	BV202	Number of rough sleepers	Services / P&ES	Yes	No	No	No	No	No	Quarterly
14	BV203	Number of families in temporary accomodation	Services / P&ES	Yes	No	No	No	No	No	Quarterly
15	BV204	% of Planning appeals allowed	Services / P&ES	No	No	No	No	No	No	Quarterly
16	BV205	Quality of planning service checklist	Services / P&ES	Yes	No	No	No	No	No	Quarterly
17	BV213	Housing advice service - preventing homelessness	Services / P&ES	No	No	No	No	No	No	Quarterly
18	BV214	Repeat homelessness	Services / P&ES	No	No	No	No	No	No	Quarterly

**"Top 45" Indicators**

**Appendix 1**

Number	PI	Description	Directorate / Department	CPA	Key PI	Headline Indicator	Recovery Plan	Bottom Quartile	Third Quartile	Reporting Frequency
19	BV218 a BV218 b	Abandoned vehicles	Services / SS&WM	No	Yes	No	No	No	No	Quarterly
20	BV219 a BV219 b BV219 c	Conservation areas	Services / P&ES	No	Yes	No	No	No	No	Quarterly
21	BV64	Number of private sector dwellings returned into occupation	Services / P&ES	Yes	No	No	No	No	No	Quarterly
22	BV76 a BV76 b BV76 c BV76 d	Housing benefit security: claimant visits, investigators, investigations & prosecutions	Resources / Financial Services	No	Yes	Yes	No	Yes No	No No	Quarterly
23	BV78 a BV78 b	Speed of processing HB/CTB claims	Resources / Financial Services	No	Yes	No	No	No Yes	Yes No	Quarterly
24	BV79 a BV79 b i BV79 b ii BV79 b iii	Accuracy of claims entered & accuracy of recovering overpayments	Resources / Financial Services	No	No	No	Yes	Yes	No	Quarterly
25	BV82 a i BV82 a ii BV82 b i BV82 b ii	Amount of & % of household waste recycled & composted	Services / SS&WM	Yes	No	Yes	No	No	No	Quarterly
26	BV84 a BV84 b	Amount of household waste collection per head	Services / SS&WM	Yes	Yes	No	No	No	Yes	Quarterly
27	BV91 a BV91 b	Coverage of kerbside recycling collection service	Services / SS&WM	Yes	No	No	No	No	Yes	Quarterly
28	Local Indicator Community Safety	CSE 01 Lifeline equipment installed within 5 days	Services / C&CS	No	No	No	No	No	No	Quarterly
29	Local Indicator Community Safety	CSE 02 Urgent lifeline installed within 24hrs	Services / C&CS	No	No	Yes	No	No	No	Quarterly
30	Local Indicator Community Safety	CSE 03 Respond to Emergency calls in 5 secs	Services / C&CS	No	No	Yes	No	No	No	Quarterly
31	Local Indicator Community Safety	CSE 04 Respond to Emergency Calls in 20 secs	Services / C&CS	No	No	No	No	No	No	Quarterly
32	Local Indicator Community Services	LEI - No. Attendance arts events	Services / C&CS	No	Yes	No	No	No	No	Quarterly
33	Local Indicator Depot	DEP - % animals/debris cleared within time	Services / SS&WM	No	No	No	No	No	No	Monthly

**"Top 45" Indicators**

**Appendix 1**

Number	PI	Description	Directorate / Department	CPA	Key PI	Headline Indicator	Recovery Plan	Bottom Quartile	Third Quartile	Reporting Frequency
34	Local Indicator Depot	DEP - % flytips dealt with in response time	Services / SS&WM	No	No	No	No	No	No	Monthly
35	Local Indicator Depot	DEP No Missed household waste coll	Services / SS&WM	No	No	Yes	No	No	No	Monthly
36	Local Indicator Depot	DEP Number of missed recycled waste collections	Services / SS&WM	No	No	No	No	No	No	Monthly
37	Local Indicator Depot	DEP Number of missed trade waste collections	Services / SS&WM	No	No	No	No	No	No	Monthly
38	Local Indicator Depot	DEP Number of written complaints	Services / SS&WM	No	No	No	No	No	No	Monthly
39	Local Indicator Planning	P12 Score Building Control Performance Matrix	Services / P&ES	No	No	No	No	No	No	Quarterly
40	Local Indicator Planning	P08 small business start ups	Services / P&ES	No	Yes	No	No	No	No	Quarterly
41	Local Indicator Planning	P13 % Business Survival Rate	Services / P&ES	No	Yes	No	No	No	No	Quarterly
42	Local Indicator Sports Services	LEI - Dolphin Centre Usage	Services / C&CS	No	Yes	No	No	No	No	Quarterly
43	Local Indicator Sports Services	LEI - Haybridge SC Usage	Services / C&CS	No	Yes	No	No	No	No	Quarterly
44	Local Indicator Sports Services	LEI - Woodrush SC Usage	Services / C&CS	No	Yes	No	No	No	No	Quarterly
45	Local Indicator Transport Services	CSE05 % Respond - Excess charge appeals in 3 days	Services / SS&WM	No	No	No	No	No	No	Quarterly

**Selection Criteria**

**CPA**

The PI is highlighted as important by the Audit Commission for the CPA assessment framework

**Key PI**

The PI is included as a key PI in the BVPP 2005/06

**Headline Indicator**

An indicator which is important to the public and has headline grabbing possibilities (either for bad or good performance)

**Recovery Plan**

The PI is related to actions in the Council's Recovery Plan

**Bottom Quartile**

The PI was in the bottom quartile for 2004/05 (quartile figures for 04/05 not available so 03/04 quartiles compared with 04/05 actuals)

**Third Quartile**

The PI was in the third quartile for 2004/05 (quartile figures for 04/05 not available so 03/04 quartiles compared with 04/05 actuals)

**Department**

**C&CS**

Culture & Community Services

**P&ES**

Planning & Environment Services

**SS&WM**

Street Scene & Waste Management Services

**BROMSGROVE DISTRICT COUNCIL**

**PERFORMANCE MANAGEMENT BOARD**

**24TH JANUARY 2006**

**QUARTER THREE 2005/06 - TOP 45**

Responsible Portfolio Holder	Councillor Mrs. M. M. T. Taylor
Responsible Head of Service	Hugh Bennett - Assistant Chief Executive

**1.0 Summary**

1.1 The Performance Management Board have received a report proposing a “Top 45” set of indicators in order to provide a strategic focus for performance management. This approach is consistent with Audit Commission good practice.

**2.0 Recommendations**

2.1 It is recommended that the Performance Management Board:

- (a) considers the format of the Top 45 and the performance information contained in the report;
- (b) receives verbal reports from officers on some of the indicators, as identified by the Chairman and Vice-Chairman at their agenda pre-meeting with the Assistant Chief Executive on 20 January 2006 ;
- (c) based on the discussion with Heads of Service makes recommendations for improvement to the Portfolio Holder and Cabinet ; and
- (d) if appropriate, identifies indicators on which the Board would like more detailed reports from the Heads of Service at its next meeting in February.

**3.0 Background**

3.1 The previous agenda item has identified the need for a “Top 45” set of indicators in order to provide the Council with a strategic focus to its performance management activity. It also identified a set of criteria for selecting the 45 indicators. This report provides performance information for the 3<sup>rd</sup> quarter (April to December 2005) for the indicators in the proposed “Top 45”.

**4. Report**

4.1 The Audit Commission’s recent Progress Assessment of the Council identified the need to improve the Council’s performance management. It identified that 58% of our Best Value Performance Indicators are in the bottom quartile or third quartile. The report also identified that the quality of performance management information for Members was not good enough; in particular, there was a need to provide qualitative data with the figures.

- 4.2 The attached “Top 45” provides the reader with the information in various formats, so that Members and managers can consider the information in their preferred learning style i.e. some people like graphical information, others prefer numbers, others prefer narrative. The format covers all of these and makes use of a “traffic light system” to enable the reader to quickly focus on which indicators are more than 10% below target (red indicators), between 0% and 10% off target (amber) or on target (green).
- 4.3 There are too many indicators for the Board to go through every single one in detail at the meeting. The “traffic light system” should help provide a focus and the Board will rightly want to consider how performance can be improved in discussion with the Heads of Service. Through a pre-meeting with the Chairman, Vice-Chairman and the Assistant Chief Executive, a steer has been provided to the Assistant Chief Executive on which Heads of Service the Board would like to attend the meeting to discuss performance issues.
- 4.4 Based on discussions at the Board’s meeting, Members will need to make recommendations to Cabinet on corrective action required. If the Board considers that urgent action is required then the Chairman should discuss the required action and seek agreement with the relevant Portfolio Holder after the meeting. In some instances, further information may be required and the Board may wish to decide that a separate report on a particular indicator be put on the agenda for the next Board meeting.

## **5.0 Conclusions**

- 5.1 The “Top 45” is a key aspect of the Council’s performance management arrangements and will now be reported each quarter.

## **6.0 Financial Implications**

- 6.1 None.

## **10.0 Legal Implications**

- 10.1 None.

## **11.0 Other Sub Headings**

- 11.1 None.

## **12.0 Background Papers**

Previous agenda item.

## **Contact Officer**

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# Top 45

The Top 45 key indicators for 2005/06

Corporate Communications, Performance and Policy Team

**Quarter 3 2005/06**

Indicator Ref No.	Indicator Type	Short Description	Page Number
-	Top 45 Performance Summary		3
-	Top 45 Legend		4
2	BV76	Housing benefit security	6 - 9
4	BV79	Accuracy of benefit claims & recovery of overpayments	12 - 15
6	BV84	Amount of waste collected per head	20 - 21
8	BV106	% of new homes built on brownfield sites	24
10	BV126	Domestic burglaries per 1000 households	28
12	BV128	Vehicle crimes per 1000 population	31
14	BV170	Usage of museums	33 - 35
16	BV183	Length of stay in temporary accomodation	37 - 38
18	BV200	Plan making - development plan	43 - 45
20	BV203	Number of families in temporary accomodation	47
22	BV205	Quality of planning service checklist	49
24	BV214	Repeat homelessness	51
26	BV219	Conservation areas	54 - 56
28	LPI Planning	Score on Building Control performance matrix	58
30	LPI CEO	% of business survival rate	60
32	LPI Depot	% of flytips dealt with in response time	62
34	LPI Depot	Number of missed recycle waste collections	64
36	LPI Depot	Number of written complaints	66
38	LPI Sports Services	Dolphin Centre Usage	68
40	LPI Sports Services	Woodrush Sports Centre Usage	70
42	LPI Community Safety	Respond to emergency calls in 20 secs	72
44	LPI Community Safety	Urgent Lifeline equipment installed in 24 hours	74

Indicator Ref No.	Indicator Type	Short Description	Page Number
1	BV64	Number of private sector dwellings returned into occupation	5
3	BV78	Speed of processing HB/CTB claims	10 - 11
5	BV82	Recycling & Composting of household waste	16 - 19
7	BV91	Coverage of kerbside recycling collection service	22 - 23
9	BV109	Timeliness of processing of planning applications	25 - 27
11	BV127	Violent crimes & robberies per 1000 populations	29 - 30
13	BV166 a	Environmental health checklist of best practice	32
15	BV175	Racial incidents resulting in further action	36
17	BV199	Local street and environmental cleanliness	39 - 42
19	BV202	Number fo rough sleepers	46
21	BV204	% of planning appeals allowed	48
23	BV213	H.A.S. - preventing homelessness	50
25	BV218	Abandoned vehicles	52 - 53
27	BV225	Actions against domestic violence	57
29	LPI CEO	Number of small business start ups	59
31	LPI Depot	% animal/debris cleared within timescales	61
33	LPI Depot	Number of missed household waste collections	63
35	LPI Depot	Number of missed trade waste collections	65
37	LPI Community Services	Number of attendances at arts events	67
39	LPI Sports Services	Haybridge Sport Centre Usage	69
41	LPI Community Safety	Respond to emergency calls in 5 secs	71
43	LPI Community Safety	Lifeline equipment installed within 5 days	73
45	LPI Transport Services	% responses to Excess Charge appeals in 3 days	75

**Top 45 PERFORMANCE SUMMARY - excluding annual indicators**

<b>Performance against Target</b>	<b>Total</b>	<b>Total</b>
<b>Meeting or exceeding target for performance</b>	<b>34</b>	<b>49%</b>
<b>Not meeting target - difference is less than 10%</b>	<b>8</b>	<b>11%</b>
<b>Not meeting target - difference is 10% or more</b>	<b>15</b>	<b>21%</b>
<b>Information not reportable</b>	<b>13</b>	<b>19%</b>
<b>Total</b>	<b>70</b>	<b>100%</b>

<b>Performance Trend</b>	<b>Total</b>	<b>Total</b>
<b>Improving performance</b>	<b>24</b>	<b>34%</b>
<b>Stable performance</b>	<b>12</b>	<b>17%</b>
<b>Declining performance</b>	<b>20</b>	<b>29%</b>
<b>Information not reportable</b>	<b>14</b>	<b>20%</b>
<b>Total</b>	<b>70</b>	<b>100%</b>







## TOP 45 LEGEND

### Key for Outcomes (comparison against target)

[Signified by coloured block]







%

<b>G</b>	Meeting or exceeding target		49%
<b>A</b>	Not meeting target - difference is less than 10%		11%
<b>R</b>	Not meeting target - difference is 10% or more		21%
	Information not available		19%

### Key for Performance Trends (over previous period)

[Signified by direction of arrow next to coloured block]


%


	Improving performance		34%
	Stable performance		17%
	Declining performance		29%
	Information not available		20%

Please note:  
 Direction of arrow signifies the performance trend.  
 Colour of arrow signifies the relationship to target;  
 Green arrow = performance at or above target  
 Amber arrow = performance below target by less than 10%  
 Red arrow = performance below target by 10% or more

For certain indicators high performance requires high percentages/numbers being achieved, for others high performance requires low percentages/numbers being achieved. The indicator information identifies which criteria applies.

The graph background shading indicates performance with green shading indicating higher performance and red shading indicating lower performance.

 Actual figure - Colour denotes variance from Target: Red = 10% or below, Amber = below by less than 10%, Green = equal or better than target

 Trend line between Actual figure - Colour denotes movement: Red = declining, Amber = stable, Green = improving

 2005/06 target

<b>1</b>	<b>BVPI 64 - Vacant dwellings returned to occupation or demolished</b>			
Number of non-local authority-owned dwellings returned to occupation or demolished during the financial year as a direct result of action by the local authority		Trend	→	○
<b>Indicator Owner</b>	Peter Allen - Head of Planning and Environmental Services	Current variation from target	0.00%	○ ● <b>G</b>

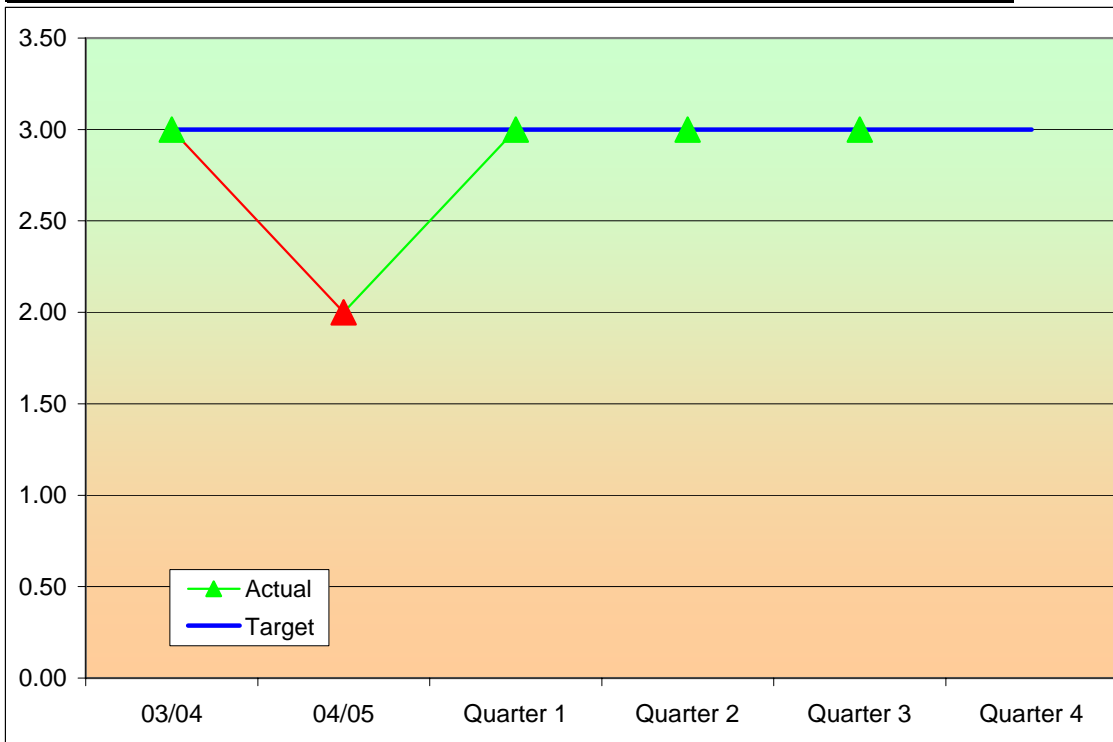
Performance						
64	Target	Actual	Performance	Trend	Variation	Quartile
03/04	3.00	3.00	<b>G</b>	n/a	0.00%	n/a
04/05	3.00	2.00	<b>R</b>	↘	-33.33%	3
Quarter 1	3.00	3.00	<b>G</b>	↗	0.00%	3
Quarter 2	3.00	3.00	<b>G</b>	→	0.00%	3
Quarter 3	3.00	3.00	<b>G</b>	→	0.00%	3
Quarter 4	3.00					
05/06	3.00					


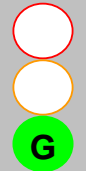
**Comments**



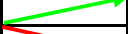

There are many unoccupied properties that can be made available for the homeless. This indicator shows how successful the Council and partners have been in encouraging owners to reinstate their properties and made them suitable for occupation.

Current performance is meeting the target, and has met the total

**Planned Action**



<b>2</b>	<b>BVPI 76 - Housing Benefit Security</b>			
76a - The number of housing benefit claimants in the local authority area visited, per 1,000 caseload		Trend		
<b>Indicator Owner</b>	Jayne Pickering - Head of Financial Services	Current variation from target	0.62%	

Performance						
76a	Target	Actual	Performance	Trend	Variation	Quartile
03/04	118.00	237.00	<b>G</b>	n/a	100.85%	n/a
04/05	230.00	221.80	<b>A</b>		-3.57%	2
Quarter 1	57.50	48.78	<b>R</b>		-15.17%	3
Quarter 2	115.00	125.71	<b>G</b>		9.31%	2
Quarter 3	172.50	173.57	<b>G</b>		0.62%	2
Quarter 4	230.00					
05/06						

**Comments**

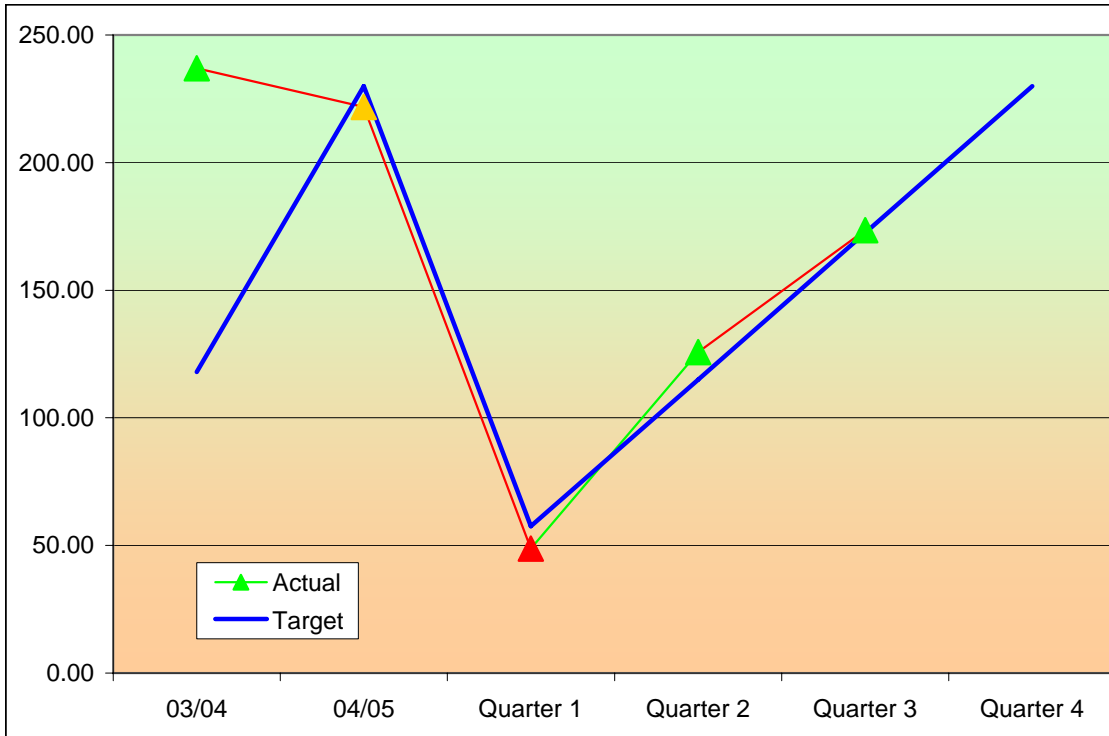
This indicator relates to the number of housing benefit claimants visited per 1,000 caseload. The current caseload is approximately 4,700.

The target is cumulative throughout the year with the aim to achieve 230 visits per 1,000.

The period April - December 2005 has seen a rapid increase in visits with the target exceeded for the last two quarters. This achievement has been met with one full time equivalent member of the team.

**Planned Action**

To maintain the current performance.



<b>2</b>	<b>BVPI 76 - Housing Benefit Security</b>			
76b - The number of fraud investigators employed by the Local Authority, per 1,000 caseload		Trend	→	○
<b>Indicator Owner</b>		Current variation from target	30.56%	○ ● <b>G</b>
Jayne Pickering - Head of Financial Services				

Performance						
76b	Target	Actual	Performance	Trend	Variation	Quartile
03/04	0.36	0.18	<b>R</b>	n/a	-50.00%	n/a
04/05	0.36	0.26	<b>R</b>	→	-27.78%	n/a
Quarter 1	0.36	0.48	<b>G</b>	→	33.33%	n/a
Quarter 2	0.36	0.47	<b>G</b>	→	30.56%	n/a
Quarter 3	0.36	0.47	<b>G</b>	→	30.56%	n/a
Quarter 4	0.36					
05/06						

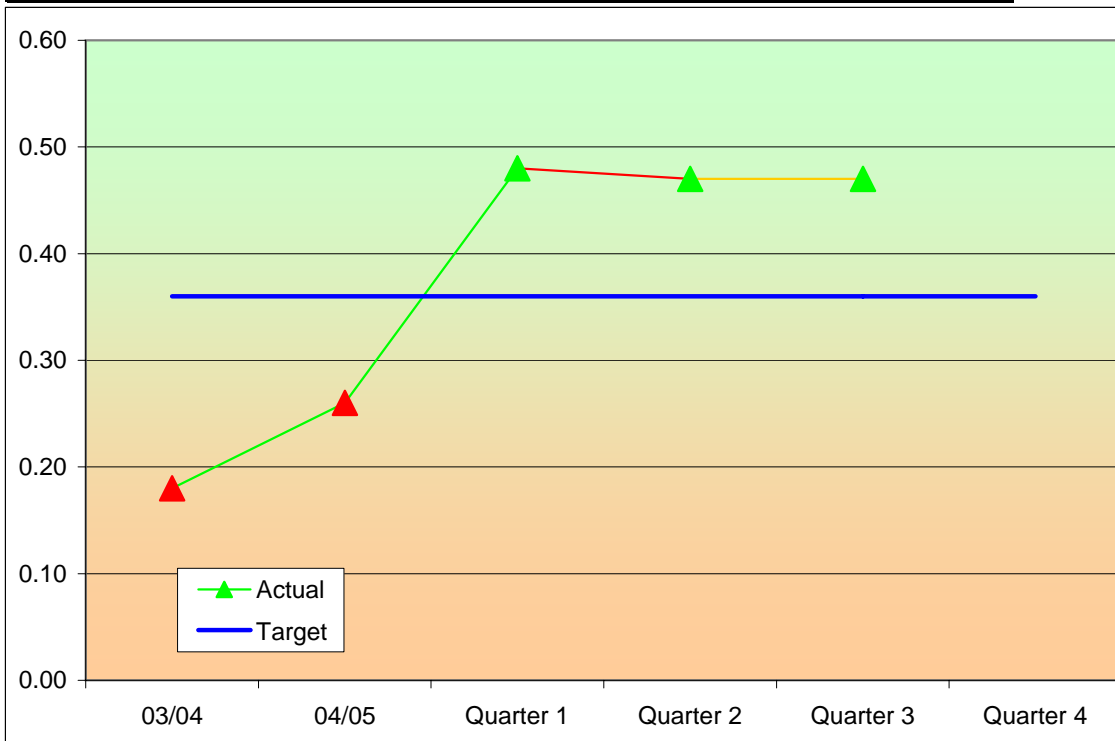
**Comments**

This indicator relates to the number of investigators within the fraud team per 1,000 caseload. The caseload includes all claimants (Housing Benefit and Council Tax) and is approximately 4,700.

The current structure within the fraud team equates to 2 full time equivalent investigators.

**Planned Action**

To maintain current performance and to review the target when appropriate.



<b>2</b>	<b>BVPI 76 - Housing Benefit Security</b>			
76c - The number of Housing Benefit and Council tax Benefit fraud investigations carried out, per 1,000 caseload		Trend		
<b>Indicator Owner</b>		Current variation from target	-19.73%	
Jayne Pickering - Head of Financial Services				

Performance						
76c	Target	Actual	Performance	Trend	Variation	Quartile
03/04	69.50	67.63	A	n/a	-2.69%	n/a
04/05	70.00	56.84	R		-18.80%	2
Quarter 1	15.42	15.12	A		-1.95%	2
Quarter 2	30.85	28.09	A		-8.95%	2
Quarter 3	46.27	37.14	R		-19.73%	2
Quarter 4	61.70					
05/06	61.70					

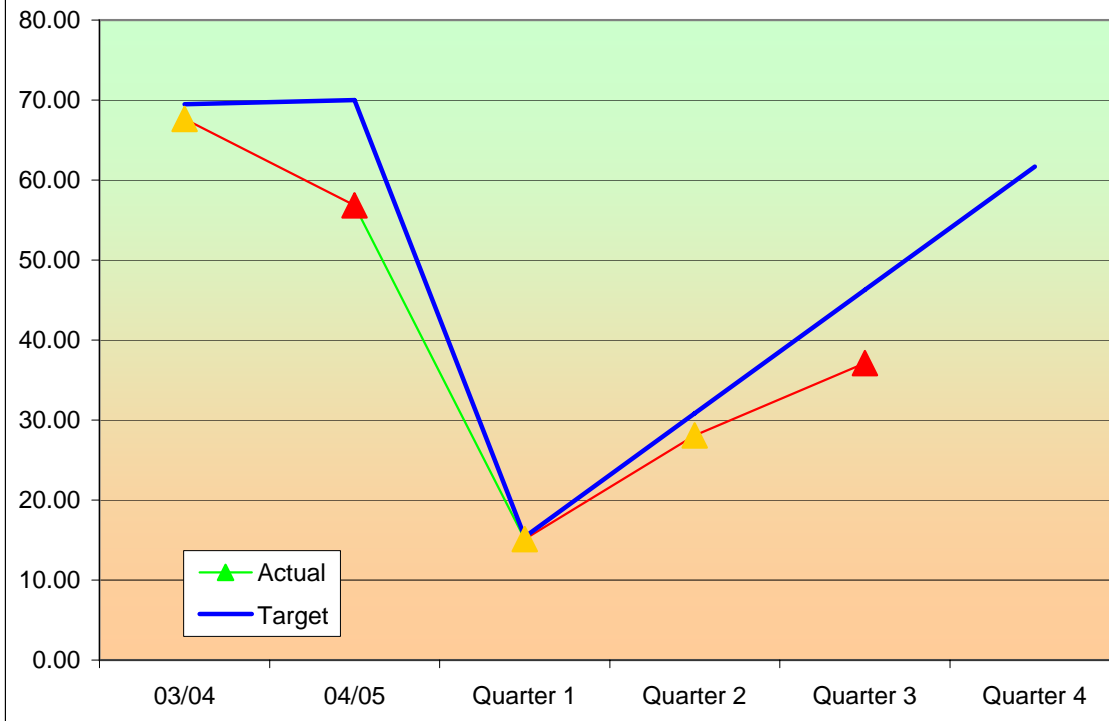
**Comments**

This indicator reflects the number of fraud investigations carried out by the fraud team. It is based on the current total caseload of approximately 4,700.

The target has not been achieved for two reasons; there are currently a number of complicated fraud cases that are very resource intensive. Furthermore the staffing restructure includes an additional 0.5 post which will improve the number of investigations undertaken.

**Planned Action**

To recruit to the approved structure and to train the new members of the team to a level of performance to meet the targets identified.



<b>2</b>	<b>BVPI 76 - Housing Benefit Security</b>			
76d - The number of Housing benefit and Council Tax Benefit prosecutions & sanctions, per 1,000 caseload		Trend		
<b>Indicator Owner</b>	Jayne Pickering - Head of Financial Services	Current variation from target	46.91%	

Performance						
76d	Target	Actual	Performance	Trend	Variation	Quartile
03/04	2.70	6.72	G	n/a	148.89%	n/a
04/05	6.50	6.57	G		1.08%	1
Quarter 1	1.46	1.70	G		16.44%	1
Quarter 2	2.91	3.80	G		30.58%	1
Quarter 3	4.37	6.42	G		46.91%	1
Quarter 4	5.83					
05/06						

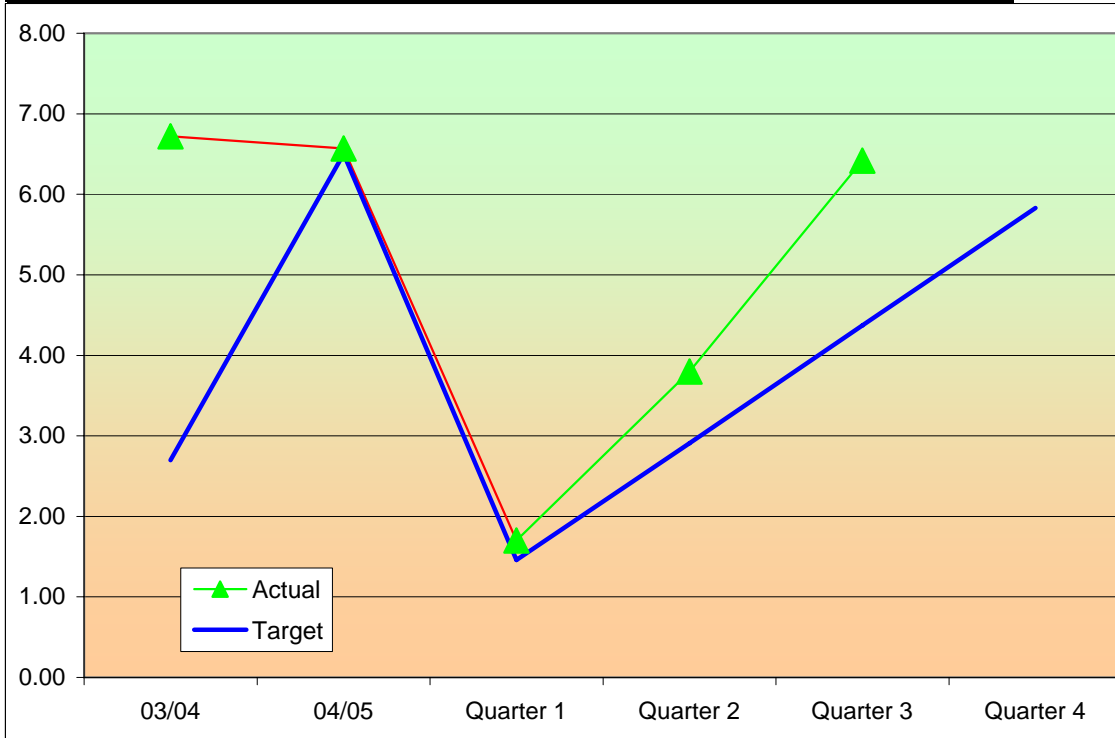
**Comments**

This indicator reflects the number of sanctions based on our caseload of 4,700.

As shown the department is currently exceeding both national and locally set targets.

**Planned Action**

To maintain current performance.



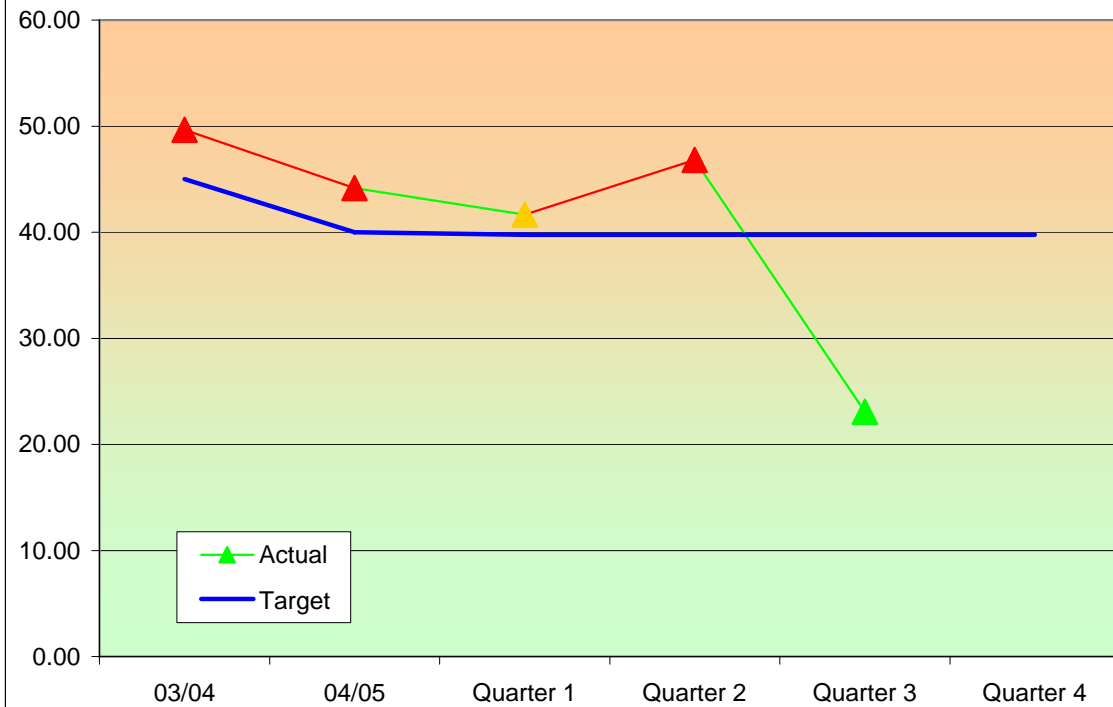
<b>3</b>	<b>BVPI 78 - Speed of processing Housing Benefit and Council Tax Benefit (HB/CTB) claims</b>			
78a - The average processing time taken for all new HB/CTB claims submitted to the Local Authority, for which the date of decision is within the financial year being reported.		Trend		
<b>Indicator Owner</b>	Jayne Pickering - Head of Financial Services	Current variation from target	41.94%	

Performance						
78a	Target	Actual	Performance	Trend	Variation	Quartile
03/04	45.00	49.66	R	n/a	-10.36%	n/a
04/05	40.00	44.16	R		-10.40%	3
Quarter 1	39.75	41.67	A		-4.83%	3
Quarter 2	39.75	46.83	R		-17.81%	4
Quarter 3	39.75	23.08	G		41.94%	1
Quarter 4	39.75					
05/06	39.75					

**Comments**


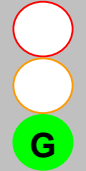
This indicator reflects how quickly new claims for both Housing & Council Tax benefit are processed.

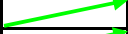

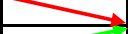
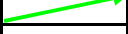
The quarter 3 results show that we have now reached the target.



**Planned Action**

To continue the weekly performance monitoring of the new claims within the team with the aim to improve the actual time of processing times.

<b>3</b>	<b>BVPI 78 - Speed of processing Housing Benefit and Council Tax Benefit (HB/CTB) claims</b>			
78b - The average processing time taken for all written notification to the Local Authority of changes to a claimant's circumstances that require a new decision on behalf of the Authority		Trend		
<b>Indicator Owner</b>	Jayne Pickering - Head of Financial Services	Current variation from target	19.75%	

Performance						
78b	Target	Actual	Performance	Trend	Variation	Quartile
03/04	12.00	18.94	R	n/a	-57.83%	n/a
04/05	10.00	14.92	R		-49.20%	4
Quarter 1	12.00	12.03	A		-0.25%	3
Quarter 2	12.00	13.95	R		-16.25%	4
Quarter 3	12.00	9.63	G		19.75%	2
Quarter 4	12.00					
05/06	12.00					

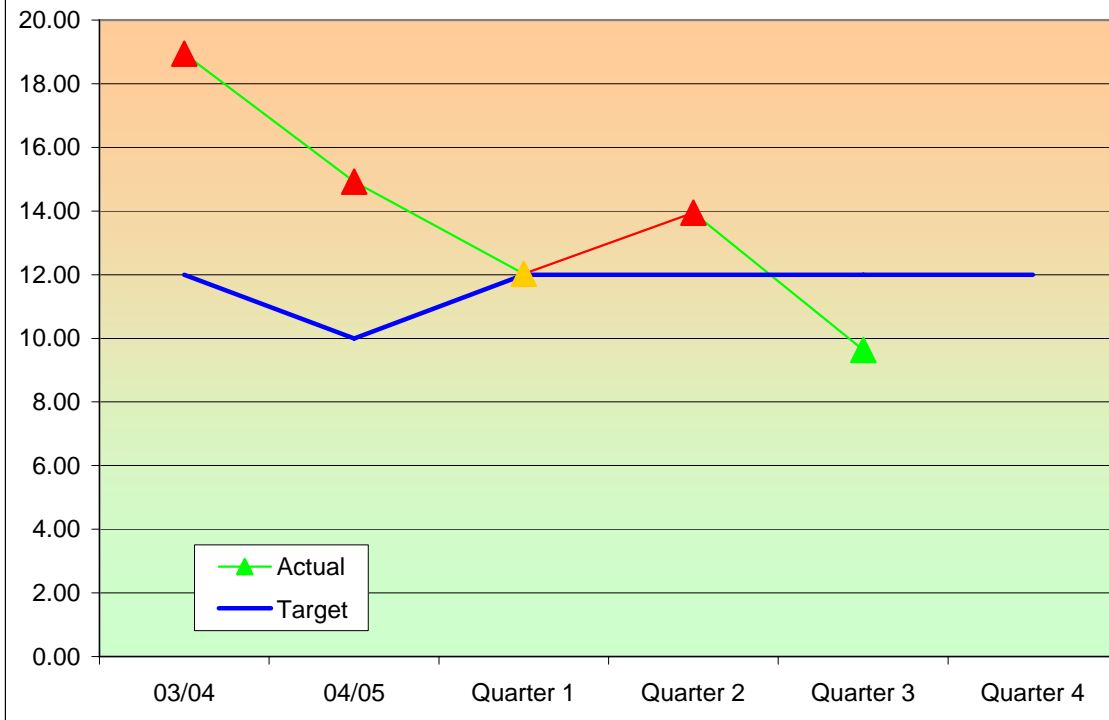
**Comments**

This indicator reflects how quickly changes in circumstances for both Housing and Council tax benefit are processed.

The quarter 3 information shows that we have now reached our target.

**Planned Action**

To continue the weekly performance monitoring of the processing times within the tem with the aim to improve where possible. It is important to sustain this target prior to amending the target.





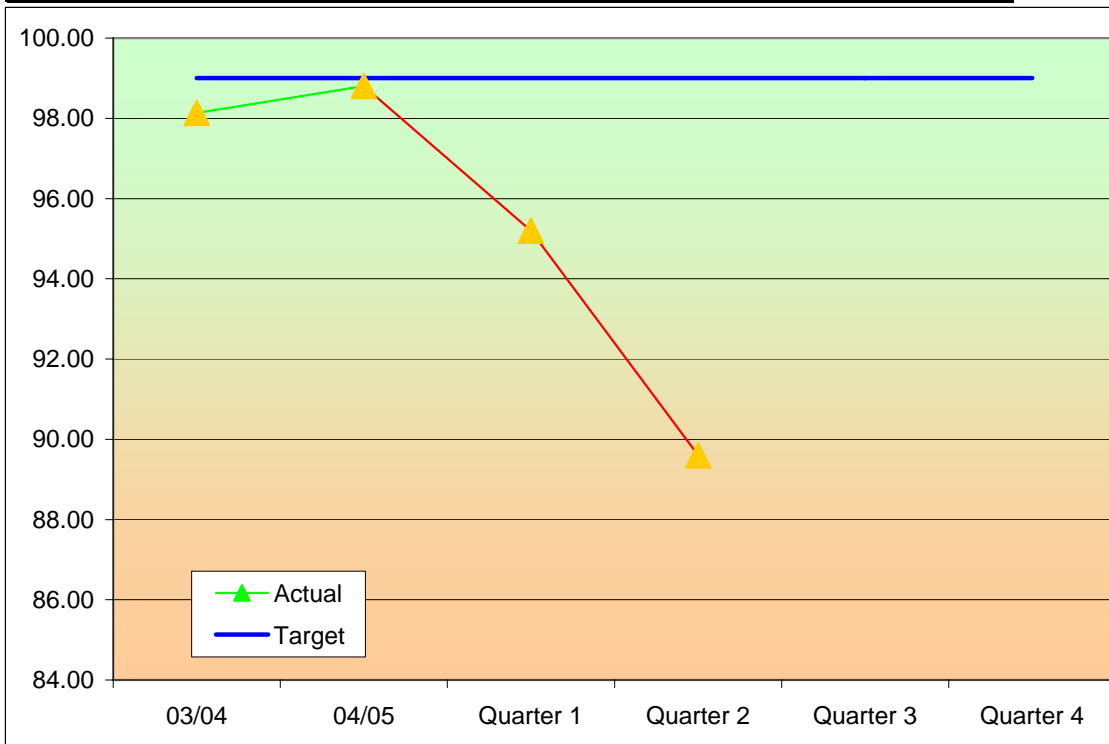
<b>4</b>	<b>BVPI 79 - Accuracy of processing HB/CTB claims &amp; recovery of overpayments</b>		
79a - The percentage of cases within a random sample for which the Authority's calculation of Housing and Council Tax Benefit (HB/CTB) is found to be correct		Trend	
Indicator Owner		Current variation from target	
Jayne Pickering - Head of Financial Services			

Performance						
79a	Target	Actual	Performance	Trend	Variation	Quartile
03/04	99.00	98.13	A	n/a	-0.88%	n/a
04/05	99.00	98.80	A		-0.20%	2
Quarter 1	99.00	95.20	A		-3.84%	4
Quarter 2	99.00	89.60	A		-9.49%	4
Quarter 3	99.00					4
Quarter 4	99.00					
05/06	99.00					

**Comments**

This indicator reflects how many calculations made on benefit are proved to be correct. A random sample is taken of 125 per quarter. The current target of 99% reflects top quartile performance. Our performance is below target and is to be addressed.

Due to the timing of the Performance Management Board, this indicator was not available to report. The calculation is carried during the month following the end of the quarter.



**Planned Action**

A training and development need has been identified and there is a planned programme of training for staff in place.

From February 2006, as part of a DWP nationally funded project we will be implementing quality assurance modules which automatically check calculations as they are entered onto the system.

<b>4</b>	<b>BVPI 79 - Accuracy of processing HB/CTB claims &amp; recovery of overpayments</b>			
79bi - The amount of Housing Benefit overpayments (HB) recovered during the period being reported on as a percentage of HB deemed recoverable overpayments payments during that period.		Trend		
Indicator Owner		Current variation from target	-9.18%	
Jayne Pickering - Head of Financial Services				

Performance						
79b i	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	79.00	64.00	<b>R</b>	n/a	-18.99%	n/a
Quarter 2	79.00	69.89	<b>R</b>		-11.53%	n/a
Quarter 3	79.00	71.75	<b>A</b>		-9.18%	n/a
Quarter 4	79.00					
05/06	79.00					

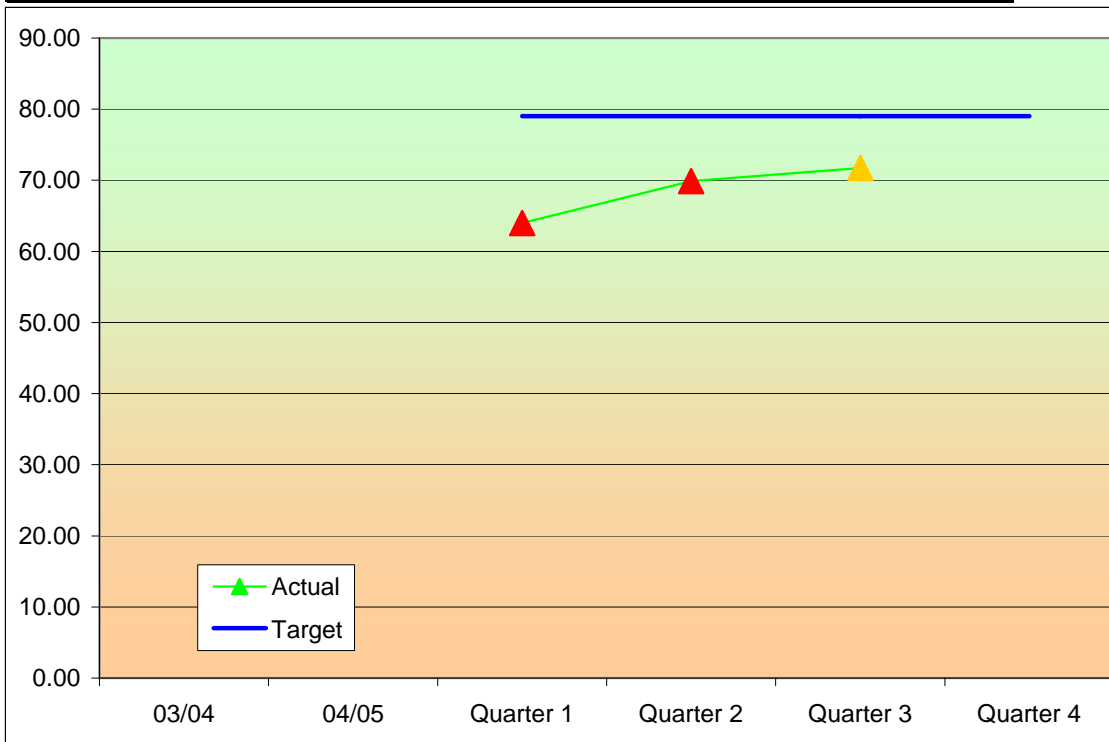
**Comments**

This is a new indicator for 2005/06. The indicator reflects the level of recovered Housing Benefit overpayments. This is reported against the level of overpayments made in the current year.

Current performance is improving towards the target.

**Planned Action**

To maintain the current improvement in performance. The target has been increased for 2006/07. There will be a nationally set target levelled during 2006/07.



<b>4</b>	<b>BVPI 79 - Accuracy of processing HB/CTB claims &amp; recovery of overpayments</b>			
79bii - HB overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.		Trend		
<b>Indicator Owner</b>	Jayne Pickering - Head of Financial Services	Current variation from target	6.47%	

Performance						
79b ii	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	12.00	12.00	<b>G</b>	n/a	0.00%	n/a
Quarter 2	24.00	33.44	<b>G</b>		9.44%	n/a
Quarter 3	36.00	42.47	<b>G</b>		6.47%	n/a
Quarter 4	48.00					
05/06	48.00					

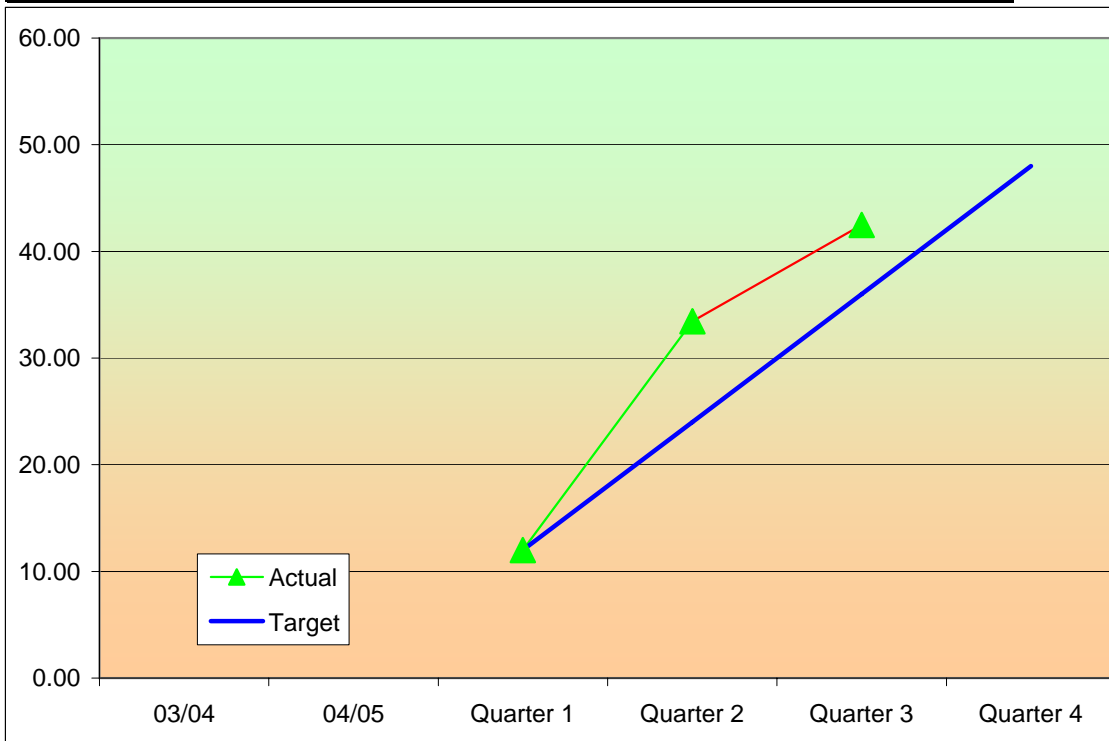
**Comments**

This is a new indicator for 2005/05. The indicator reflects the the level of recovered Housing Benefit overpayments. This is reported against the level of overpayments made to date.

Current performance is above target.

**Planned Action**

To maintain the current performance. The target has been increased for 2006/07. There will be a nationally set target levelled during 2006/07.



<b>4</b>	<b>BVPI 79 - Accuracy of processing HB/CTB claims &amp; recovery of overpayments</b>			
79biii - Housing Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period, plus amount of HB overpayments identified during the period.		Trend		
<b>Indicator Owner</b>	Jayne Pickering - Head of Financial Services	Current variation from target	-7.24%	

Performance						
79b iii	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	1.25	0.00	<b>G</b>	n/a	1.25%	n/a
Quarter 2	2.50	2.38	<b>G</b>		0.12%	n/a
Quarter 3	3.75	10.99	<b>A</b>		-7.24%	n/a
Quarter 4	5.00					
05/06	5.00					

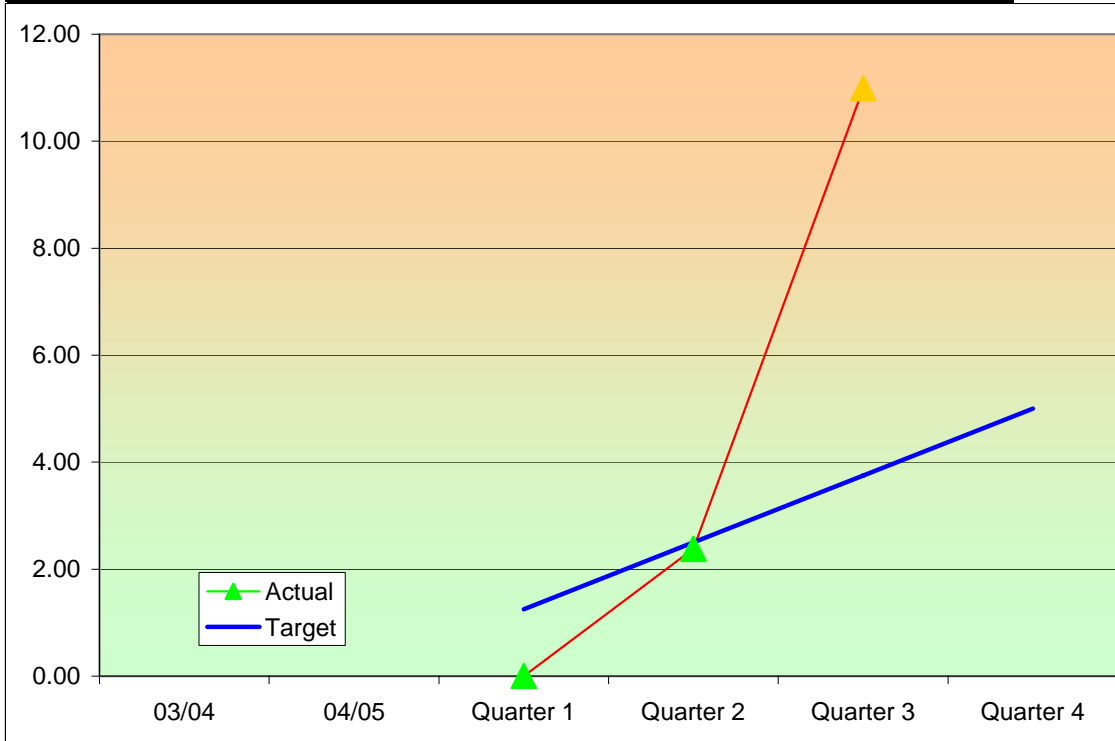
**Comments**


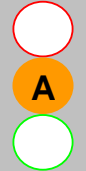
This indicator reflects the percentage of overpayment in relation to housing benefit that has been written off in the year.

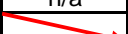


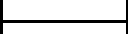
A local target was set at less than 5%. Our current performance is 10.99% which is due to one case that following legal advice the debt could not be recovered.

**Planned Action**

To review the level of overpayments. The approved restructure includes a post for overpayments to enable the debt to be managed more effectively and to prevent where possible further overpayments. Furthermore the quality assurance and on-line procedures guide will help proactively address issues on claims made.



<b>5</b>	<b>BVPI 82 - Household Waste Management - Recycling &amp; Composting rates</b>			
82a i - Percentage of household waste arisings which have been sent for recycling		Trend		
<b>Indicator Owner</b>	Mike Bell - Head of Street Scene and Waste Management	Current variation from target	-4.95%	

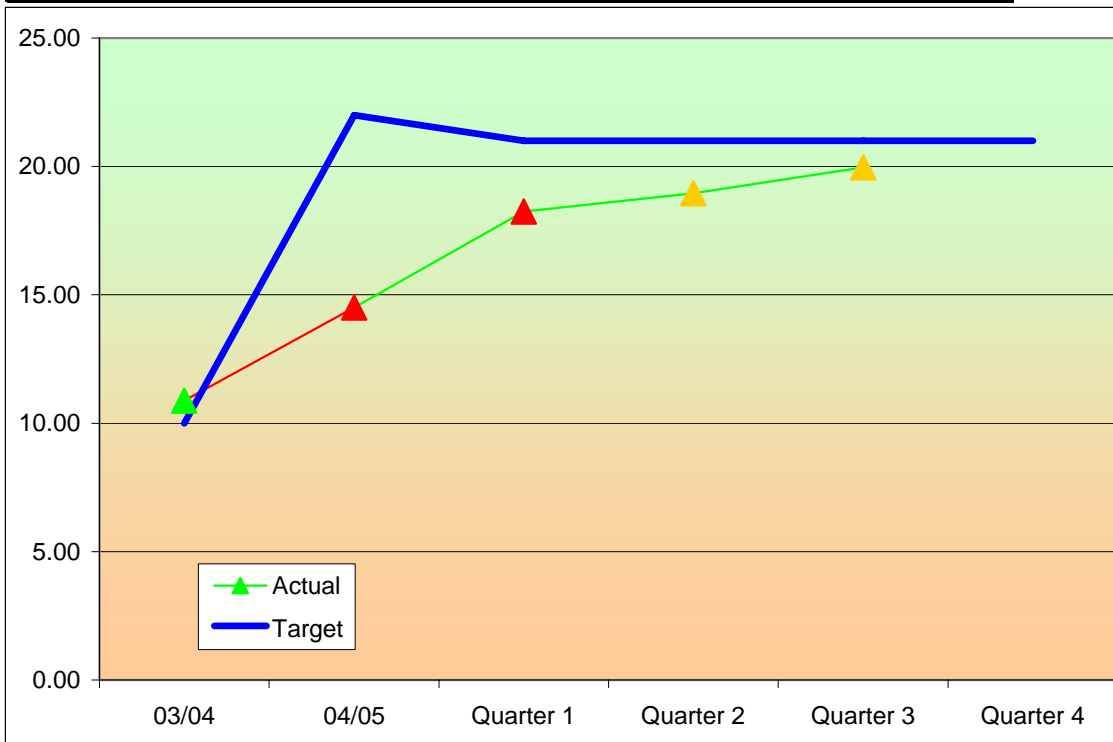
Performance						
82a i	Target	Actual	Performance	Trend	Variation	Quartile
03/04	10.00	10.88	<b>G</b>	n/a	8.80%	n/a
04/05	22.00	14.51	<b>R</b>		-34.05%	2
Quarter 1	21.00	18.24	<b>R</b>		-13.14%	1
Quarter 2	21.00	18.95	<b>A</b>		-9.76%	1
Quarter 3	21.00	19.96	<b>A</b>		-4.95%	1
Quarter 4	21.00					
05/06	21.00					


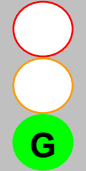
**Comments**

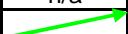

This is a percentage figure based on the total tonnage of waste collected.

**Planned Action**

Continue to increase number of residencies on the service.  
Consider development of waste minimisation opportunities such as re-usable nappy schemes and home composting or macerators.



<b>5</b>	<b>BVPI 82 - Household Waste Management - Recycling &amp; Composting rates</b>			
82a ii - Total tonnage of household waste arisings which have been sent for recycling		Trend		
<b>Indicator Owner</b>	Mike Bell - Head of Street Scene and Waste Management	Current variation from target	6.23%	

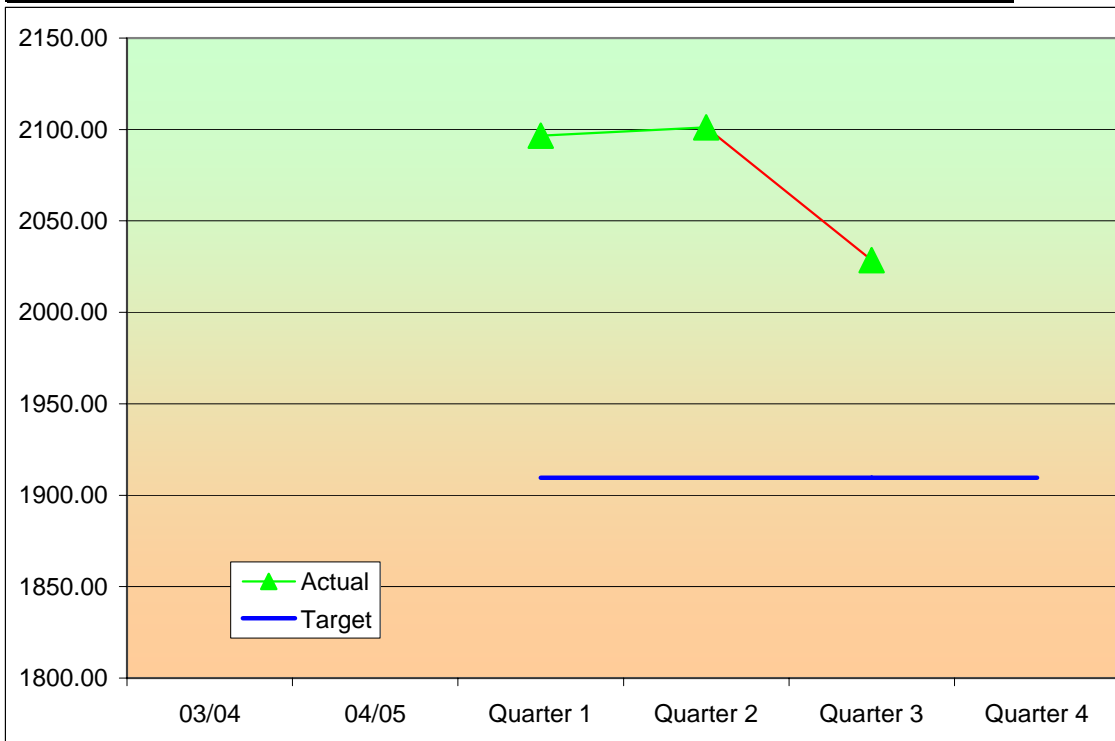
Performance						
82a ii	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	1909.54	2096.6	<b>G</b>	n/a	9.80%	n/a
Quarter 2	1909.54	2101.23	<b>G</b>		10.04%	n/a
Quarter 3	1909.54	2028.49	<b>G</b>		6.23%	n/a
Quarter 4	1909.54					
05/06	7638.16					





**Comments**

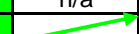



This is a tonnage figure based on the total tonnes of waste recycled compared with a target figure. The data used is exactly the same as in BVPI 82ai but shown in a different way

**Planned Action**

Continue to increase number of properties serviced by this collection.

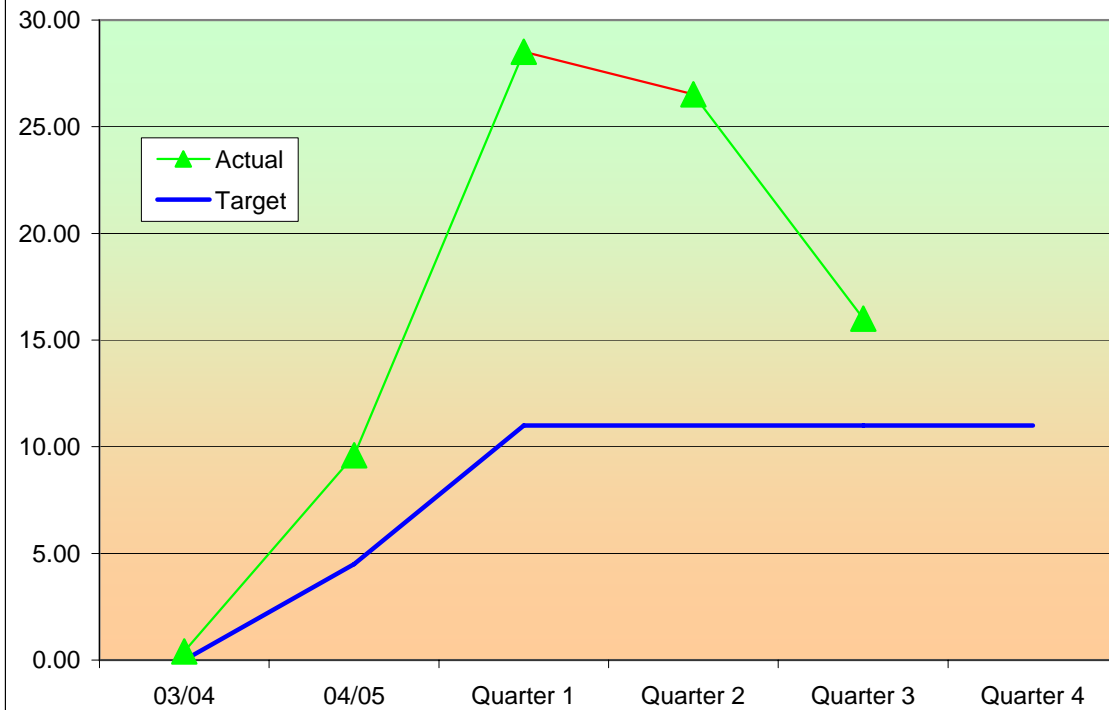


<b>5</b>	<b>BVPI 82 - Household Waste Management - Recycling &amp; Composting rates</b>			
82b i - Percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion.		Trend		  
<b>Indicator Owner</b>	Mike Bell - Head of Street Scene and Waste Management	Current variation from target	45.55%	

Performance						
82b i	Target	Actual	Performance	Trend	Variation	Quartile
03/04	0.00	0.40	<b>G</b>	n/a	-	n/a
04/05	4.50	9.60	<b>G</b>		113.33%	1
Quarter 1	11.00	28.51	<b>G</b>		159.18%	1
Quarter 2	11.00	26.52	<b>G</b>		141.09%	1
Quarter 3	11.00	16.01	<b>G</b>		45.55%	1
Quarter 4	11.00					
05/06	11.00					

**Comments**

This is a percentage figure comparing the total waste sent for composting compared with the total tonnage of waste collected.



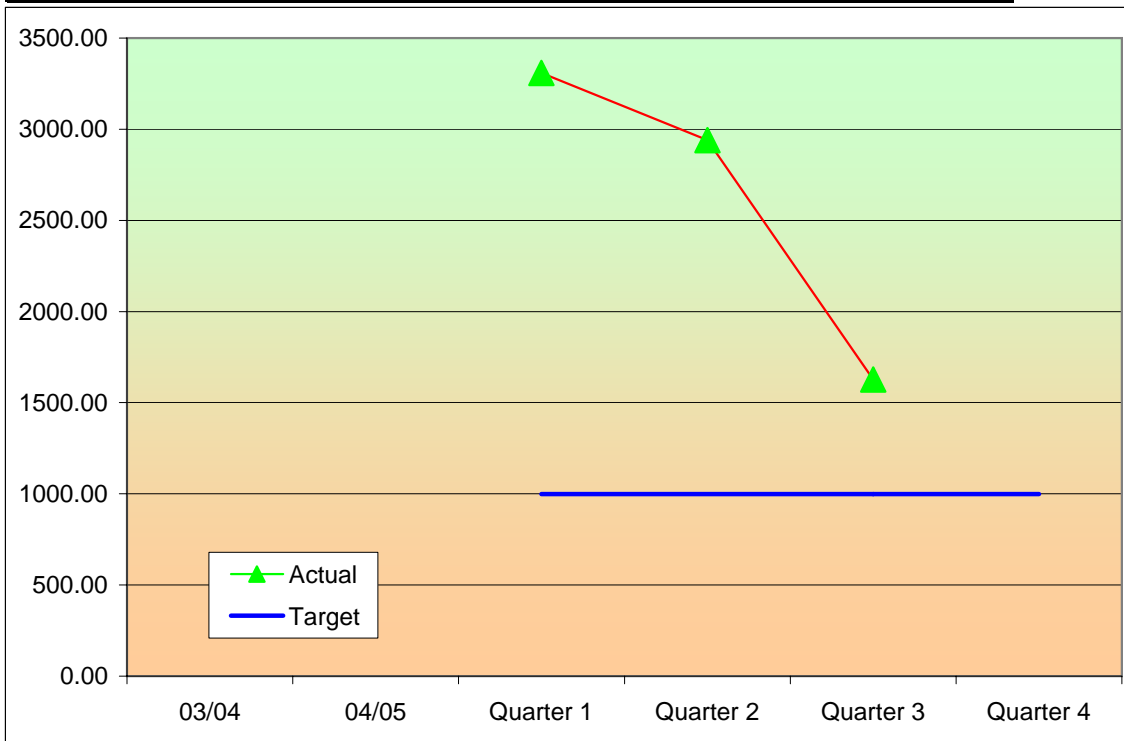
**Planned Action**

Continue to role out service to additional harder to reach properties.

<b>5</b>	<b>BVPI 82 - Household Waste Management - Recycling &amp; Composting rates</b>			
82b ii - The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion.		Trend		
<b>Indicator Owner</b>	Mike Bell - Head of Street Scene and Waste Management	Current variation from target	63.06%	





Performance						
82b ii	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	998.13	3309.55	<b>G</b>	n/a	231.58%	n/a
Quarter 2	998.13	2940.72	<b>G</b>		194.62%	n/a
Quarter 3	998.13	1627.58	<b>G</b>		63.06%	n/a
Quarter 4	998.13					
05/06	3992.52					


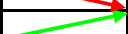
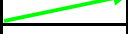

**Comments**  
 This is a tonnage figure comparing the tommage of waste composted against a pre determined target.



**Planned Action**  
 Continue to increase number of residencies on the service.  
 Consider development of waste minimisation opportunities such as re-usable nappy schemes and home composting or macerators.

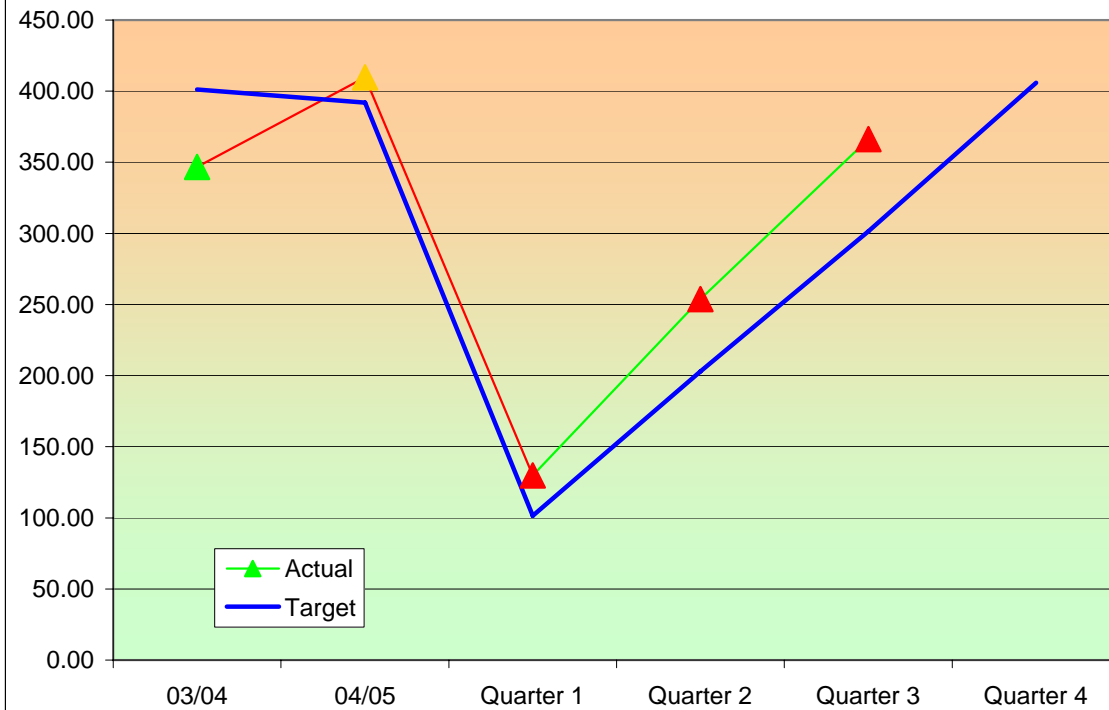


<b>6</b>	<b>BVPI 84 - Household Waste Collection</b>			
84a - Number of kilograms of household waste collected per head of the population		Trend		
<b>Indicator Owner</b>		Mike Bell - Head of Street Scene and Waste Management	Current variation from target	-21.50%
				 

Performance						
84a	Target	Actual	Performance	Trend	Variation	Quartile
03/04	401.20	346.70	<b>G</b>	n/a	13.58%	n/a
04/05	392.00	409.83	<b>A</b>		-4.55%	3
Quarter 1	101.50	129.86	<b>R</b>		-27.94%	4
Quarter 2	203.00	253.89	<b>R</b>		-25.07%	4
Quarter 3	301.50	366.31	<b>R</b>		-21.50%	4
Quarter 4	406.00					
05/06	406.00					





**Comments**

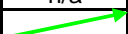

The total tonnage of waste collected compared with the head of population



**Planned Action**

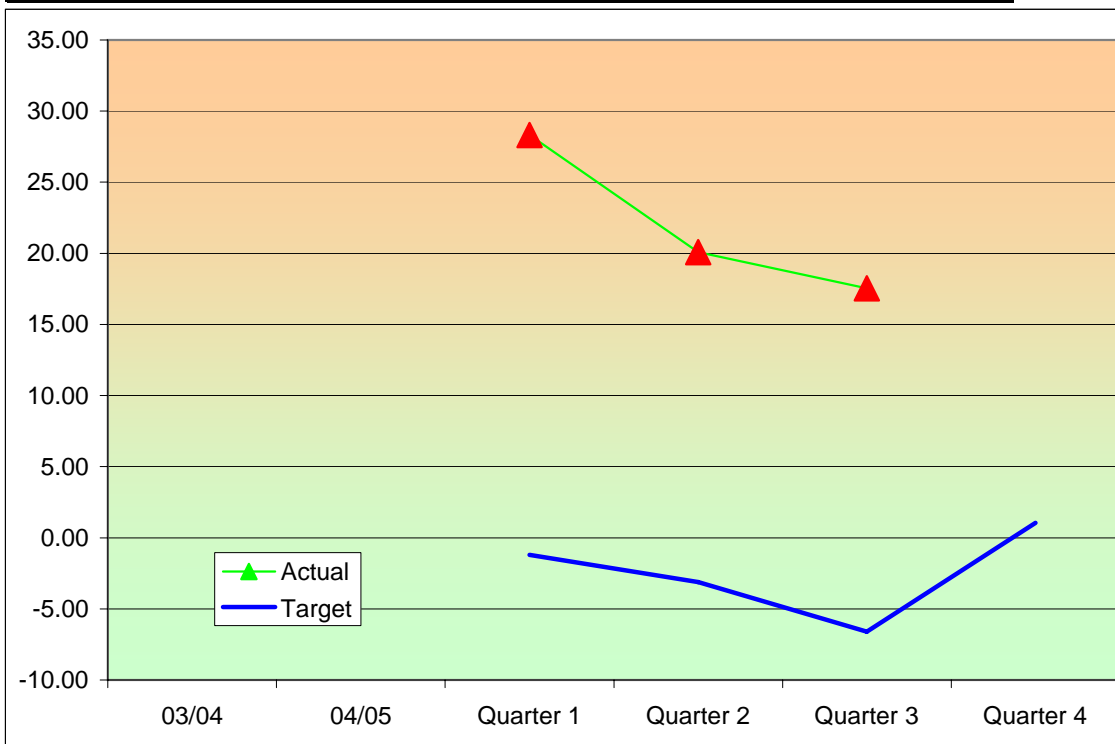
Consider development of waste minimisation opportunities such as re-usable nappy schemes and home composting or macerators.

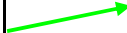
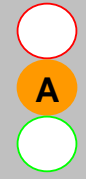
<b>6</b>	<b>BVPI 84 - Household Waste Collection</b>			
84b - Percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population		Trend		
Indicator Owner		Mike Bell - Head of Street Scene and Waste Management	Current variation from target	-365.91%
				 

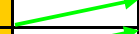

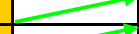
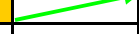
Performance						
84b	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	-1.21	28.32	R	n/a	-2440.50%	n/a
Quarter 2	-3.12	20.09	R		-743.91%	n/a
Quarter 3	-6.60	17.55	R		-365.91%	n/a
Quarter 4	1.05					
05/06						

**Comments**

**Planned Action**

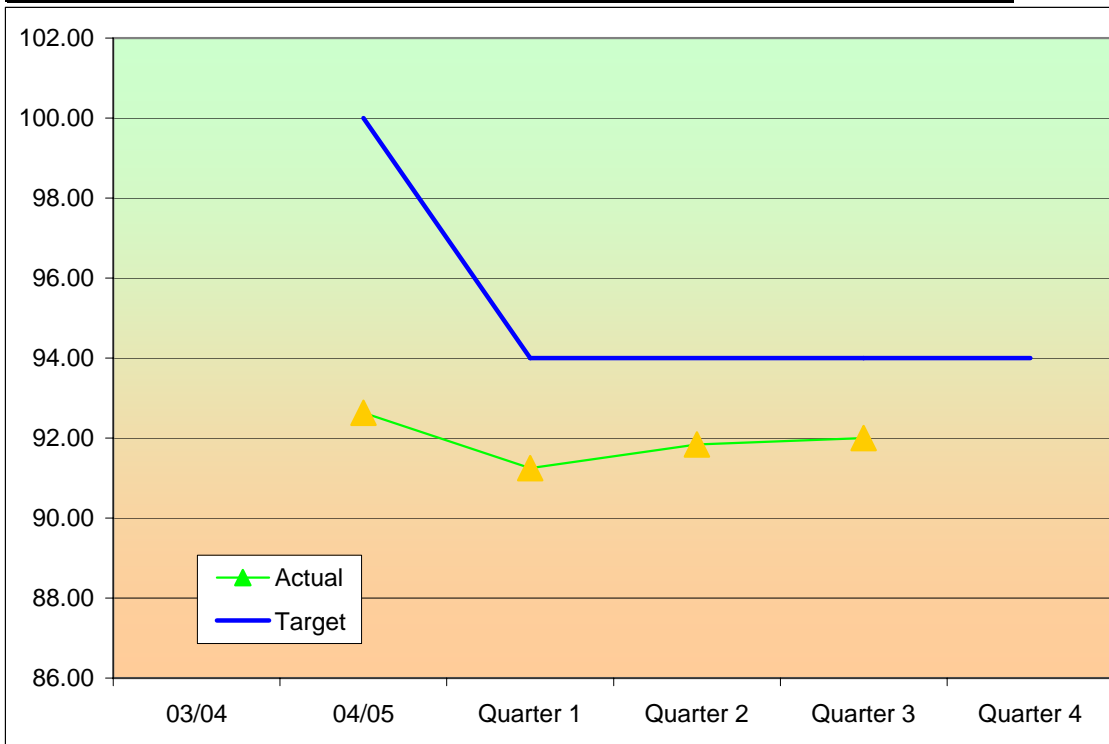


<b>7</b>	<b>BVPI 91 - Kerbside collection of recyclables</b>			
91a - Percentage of households resident in the authority's area served by kerbside collection of recyclables		Trend		
<b>Indicator Owner</b>		Mike Bell - Head of Street Scene and Waste Management	Current variation from target	-2.13%

Performance						
91a	Target	Actual	Performance	Trend	Variation	Quartile
03/04	n/a	14.12	n/a	n/a	n/a	n/a
04/05	100.00	92.63	<b>A</b>		-7.37%	3
Quarter 1	94.00	91.25	<b>A</b>		-2.93%	3
Quarter 2	94.00	91.84	<b>A</b>		-2.30%	3
Quarter 3	94.00	92.00	<b>A</b>		-2.13%	3
Quarter 4	94.00					
05/06	94.00					

**Comments**  
 Number of properties serviced by the recycling collection scheme

**Planned Action**  
 Role out service to most of remaining properties by end of 2006

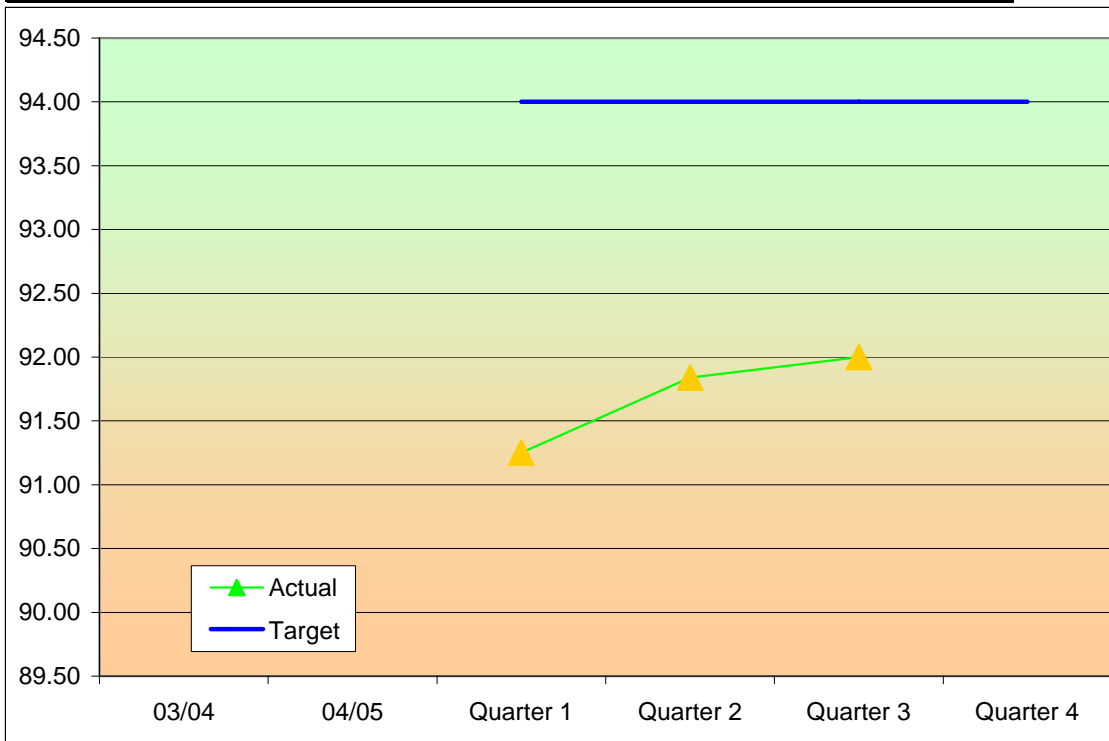


<b>7</b>	<b>BVPI 91 - Kerbside collection of recyclables</b>			
91b - Percentage of households resident in the authority's area served by kerbside collection of at least two recyclables		Trend		
<b>Indicator Owner</b>		Mike Bell - Head of Street Scene and Waste Management	Current variation from target	-2.13%

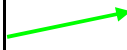



Performance						
91b	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	94.00	91.25	<b>A</b>	n/a	-2.93%	n/a
Quarter 2	94.00	91.84	<b>A</b>		-2.30%	n/a
Quarter 3	94.00	92.00	<b>A</b>		-2.13%	n/a
Quarter 4	94.00					
05/06	94.00					

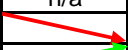
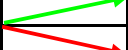

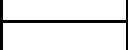
**Comments**  
 Number of properties serviced by the recycling collection scheme

**Planned Action**  
 Role out service to most of remaining properties by end of 2006





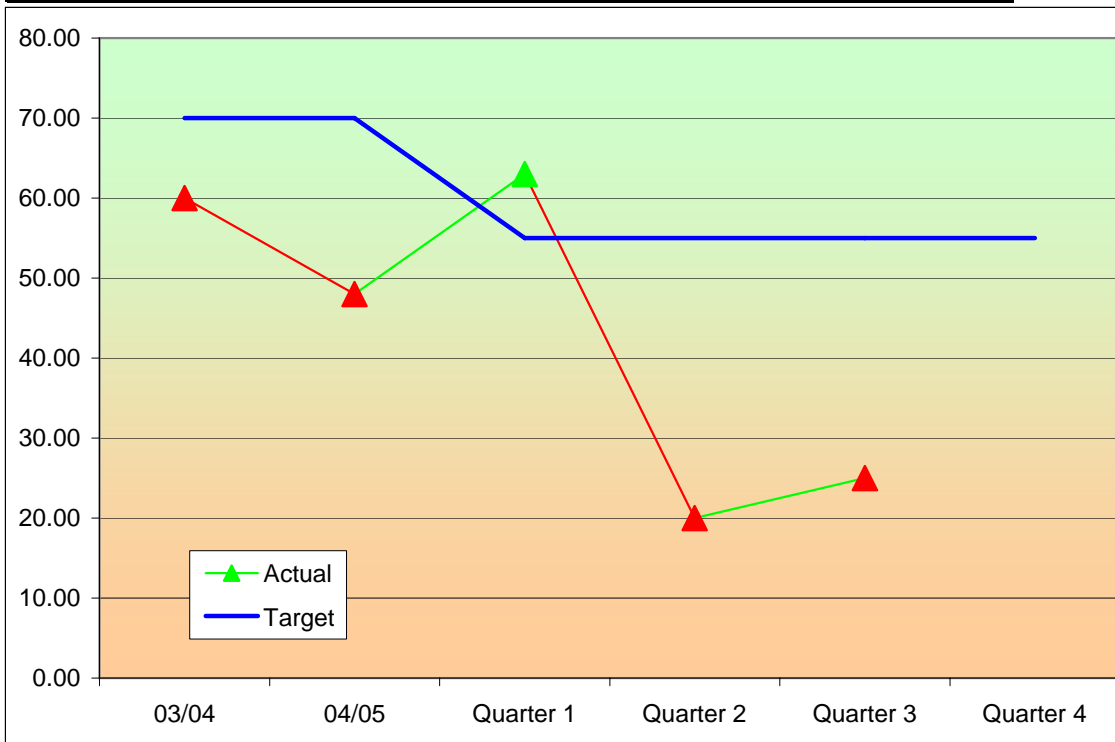
<b>9</b>	<b>BVPI 109 - Processing of planning applications</b>		
109a - Percentage of major planning applications determined within 13 weeks.		Trend 	
Indicator Owner		Current variation from target	-54.55%  
Peter Allen - Head of Planning and Environmental Services			

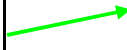



Performance						
109a	Target	Actual	Performance	Trend	Variation	Quartile
03/04	70.00	60.00	R	n/a	-14.29%	n/a
04/05	70.00	48.00	R		-31.43%	3
Quarter 1	55.00	63.00	G		14.55%	2
Quarter 2	55.00	20.00	R		-63.64%	4
Quarter 3	55.00	25.00	R		-54.55%	4
Quarter 4	55.00					
05/06	55.00					

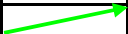


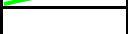
**Comments**

This indicator shows whether the Council is meeting the public's expectation of a reasonable time to determine major planning applications.

**Planned Action**



<b>9</b>	<b>BVPI 109 - Processing of planning applications</b>			
109b - Percentage of minor planning applications determined within 8 weeks.		Trend		
<b>Indicator Owner</b>		Current variation from target	-11.69%	 
Peter Allen - Head of Planning and Environmental Services				

Performance						
109b	Target	Actual	Performance	Trend	Variation	Quartile
03/04	75.00	69.00	A	n/a	-8.00%	n/a
04/05	75.00	81.00	G		8.00%	1
Quarter 1	77.00	70.00	A		-9.09%	2
Quarter 2	77.00	34.00	R		-55.84%	4
Quarter 3	77.00	68.00	R		-11.69%	2
Quarter 4	77.00					
05/06	77.00					

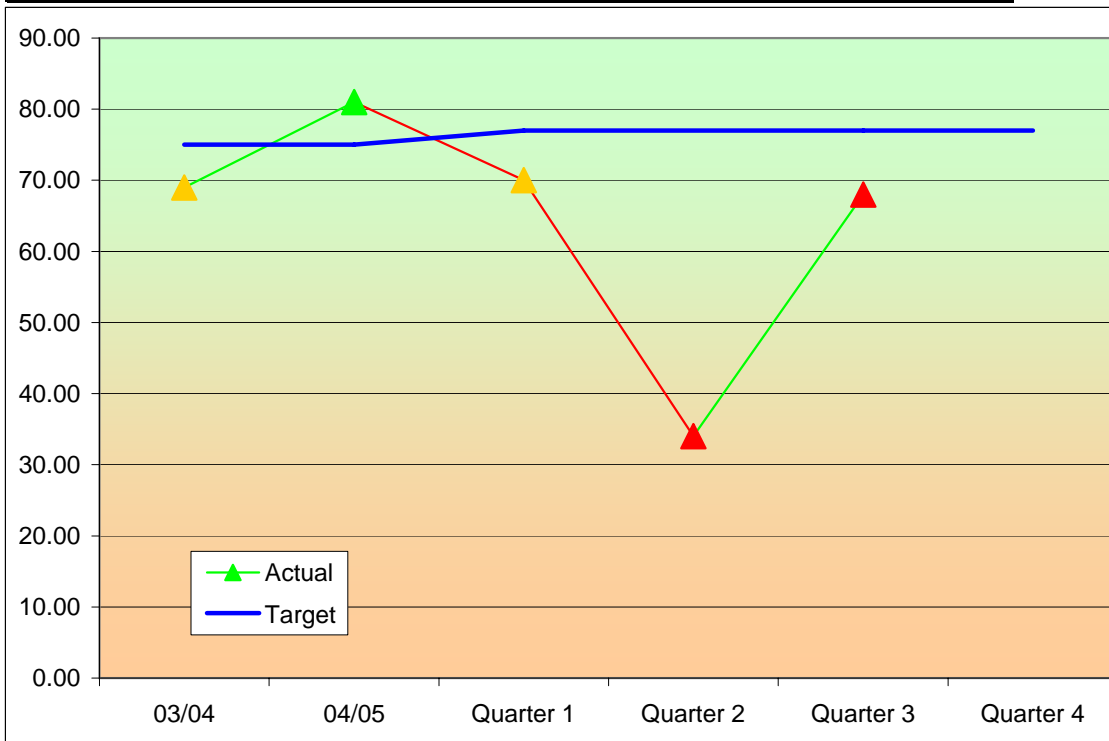
**Comments**

This indicator shows whether the Council is meeting the public's expectation of a reasonable time to determine minor planning applications.

Performance has suffered because of a surge in priority major applications and recruitment and retention problems. The major surge has passed resulting in a upturn in performance.

**Planned Action**

Since the surge in major applications has passed, and a recruitment drive is underway to help performance recover.



<b>9</b>	<b>BVPI 109 - Processing of planning applications</b>			
109c - Percentage of "other" planning applications determined within 8 weeks.		Trend		
<b>Indicator Owner</b>		Current variation from target	-19.10%	
Peter Allen - Head of Planning and Environmental Services				

Performance						
109c	Target	Actual	Performance	Trend	Variation	Quartile
03/04	80.00	85.00	G	n/a	6.25%	n/a
04/05	87.00	89.00	G		2.30%	1
Quarter 1	89.00	80.00	R		-10.11%	3
Quarter 2	89.00	71.00	R		-20.22%	4
Quarter 3	89.00	72.00	R		-19.10%	4
Quarter 4	89.00					
05/06	89.00					

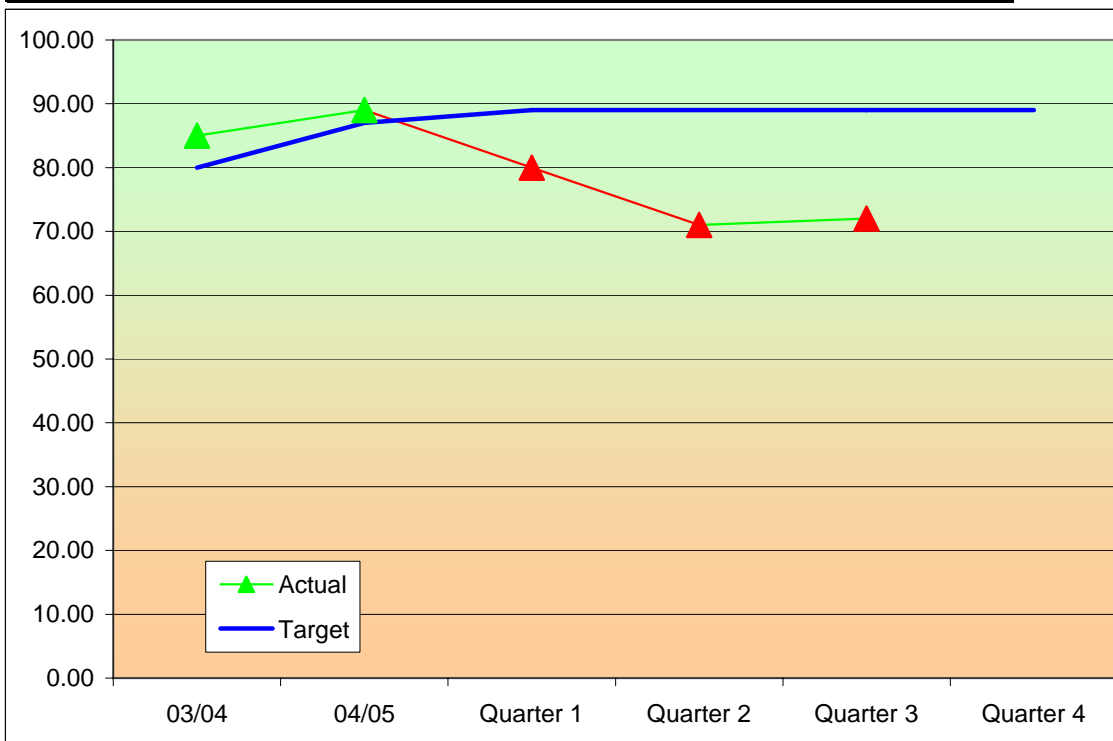
**Comments**

This indicator shows whether the Council is meeting the public's expectation of a reasonable time to determine minor planning applications.





Performance has suffered because of a surge in priority major applications and recruitment and retention problems. The major surge has passed resulting in a upturn in performance.

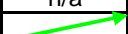



**Planned Action**

Since the surge in major applications has passed, and a recruitment drive is underway to help performance recover.



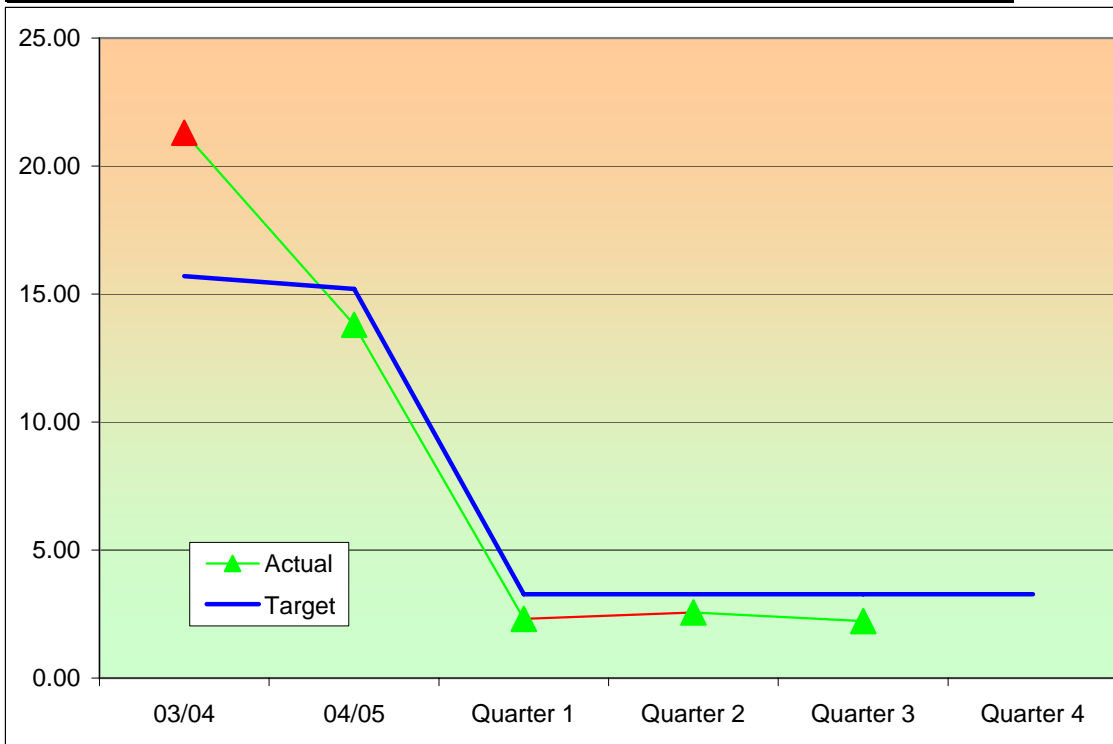


<b>10</b>	<b>BVPI 126 - Domestic burglaries per 1,000 households</b>				
Domestic burglaries per year, per 1,000 households in the Local Authority area.		Trend			
<b>Indicator Owner</b>	Robbie Hazlehurst - Head of Culture & Community Services	Current variation from target	31.80%		

Performance						
126	Target	Actual	Performance	Trend	Variation	Quartile
03/04	15.70	21.30	R	n/a	-35.67%	n/a
04/05	15.20	13.80	G		9.21%	n/a
Quarter 1	3.27	2.31	G		29.36%	n/a
Quarter 2	3.28	2.56	G		21.95%	n/a
Quarter 3	3.27	2.23	G		31.80%	n/a
Quarter 4	3.28					
05/06	13.10					

**Comments**

**Planned Action**

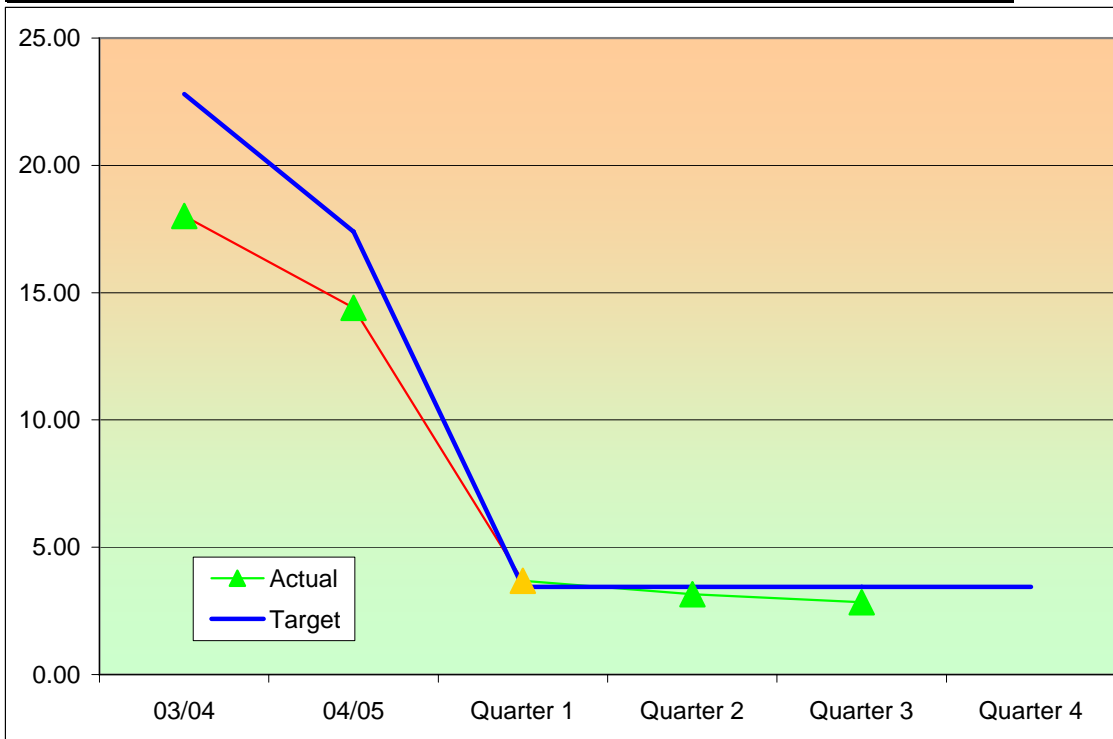


<b>11</b>	<b>BVPI 127 - Rates of violent crimes and robberies</b>			
127a - Violent crime per year, per 1,000 population in the Local Authority area		Trend		
<b>Indicator Owner</b>	Robbie Hazlehurst - Head of Culture & Community Services	Current variation from target	17.68%	

Performance						
127a	Target	Actual	Performance	Trend	Variation	Quartile
03/04	22.80	18.01	G	n/a	21.01%	n/a
04/05	17.40	14.40	G		17.24%	n/a
Quarter 1	3.45	3.68	A		-6.67%	n/a
Quarter 2	3.45	3.15	G		8.70%	n/a
Quarter 3	3.45	2.84	G		17.68%	n/a
Quarter 4	3.45					
05/06	13.80					

**Comments**

**Planned Action**

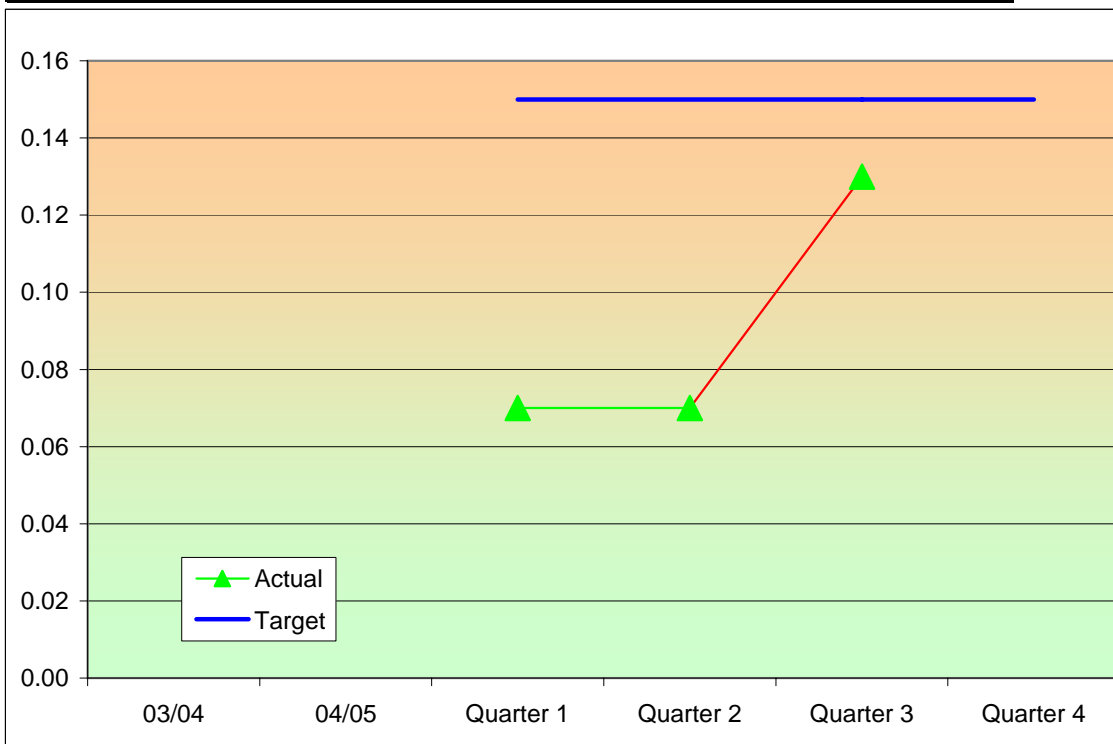


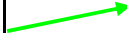



<b>11</b>	<b>BVPI 127 - Rates of violent crimes and robberies</b>			
127b - Robberies per year, per 1,000 population in the Local Authority area		Trend		
<b>Indicator Owner</b>	Robbie Hazlehurst - Head of Culture & Community Services	Current variation from target	13.33%	

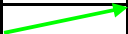


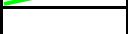
Performance						
127b	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	0.15	0.07	<b>G</b>	n/a	53.33%	n/a
Quarter 2	0.15	0.07	<b>G</b>		53.33%	n/a
Quarter 3	0.15	0.13	<b>G</b>		13.33%	n/a
Quarter 4	0.15					
05/06	0.60					

**Comments**

**Planned Action**

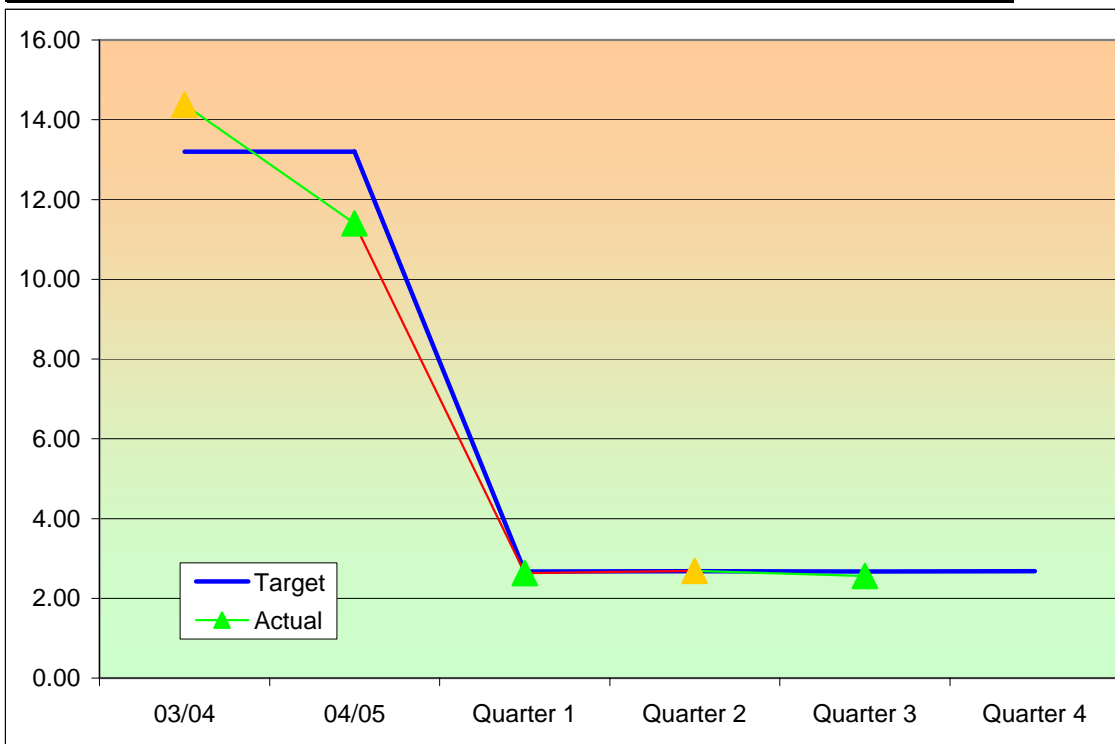


<b>12</b>	<b>BVPI 128 - Vehicle crimes per 1,000 population</b>			
The number of vehicle crimes per year, per 1,000 population in the Local Authority area.		Trend		  
<b>Indicator Owner</b>	Robbie Hazlehurst - Head of Culture & Community Services	Current variation from target	4.12%	

Performance						
128	Target	Actual	Performance	Trend	Variation	Quartile
03/04	13.20	14.38	A	n/a	-8.94%	n/a
04/05	13.20	11.40	G		13.64%	n/a
Quarter 1	2.67	2.63	G		1.50%	n/a
Quarter 2	2.68	2.69	A		-0.37%	n/a
Quarter 3	2.67	2.56	G		4.12%	n/a
Quarter 4	2.68					
05/06	10.70					

**Comments**

**Planned Action**



<b>13</b>	<b>BVPI 166a - Environmental Health standards checklist</b>			
Score against a checklist of best practice for Environmental Health		Trend		
<b>Indicator Owner</b>	Peter Allen - Head of Planning and Environmental Services	Current variation from target	0.00%	

Performance						
166a	Target	Actual	Performance	Trend	Variation	Quartile
03/04	100.00	70.00	R	n/a	-30.00%	n/a
04/05	80.00	70.00	R		-12.50%	3
Quarter 1	70.00	70.00	G		0.00%	3
Quarter 2	70.00	70.00	G		0.00%	3
Quarter 3	70.00	70.00	G		0.00%	3
Quarter 4	70.00					
05/06	70.00					

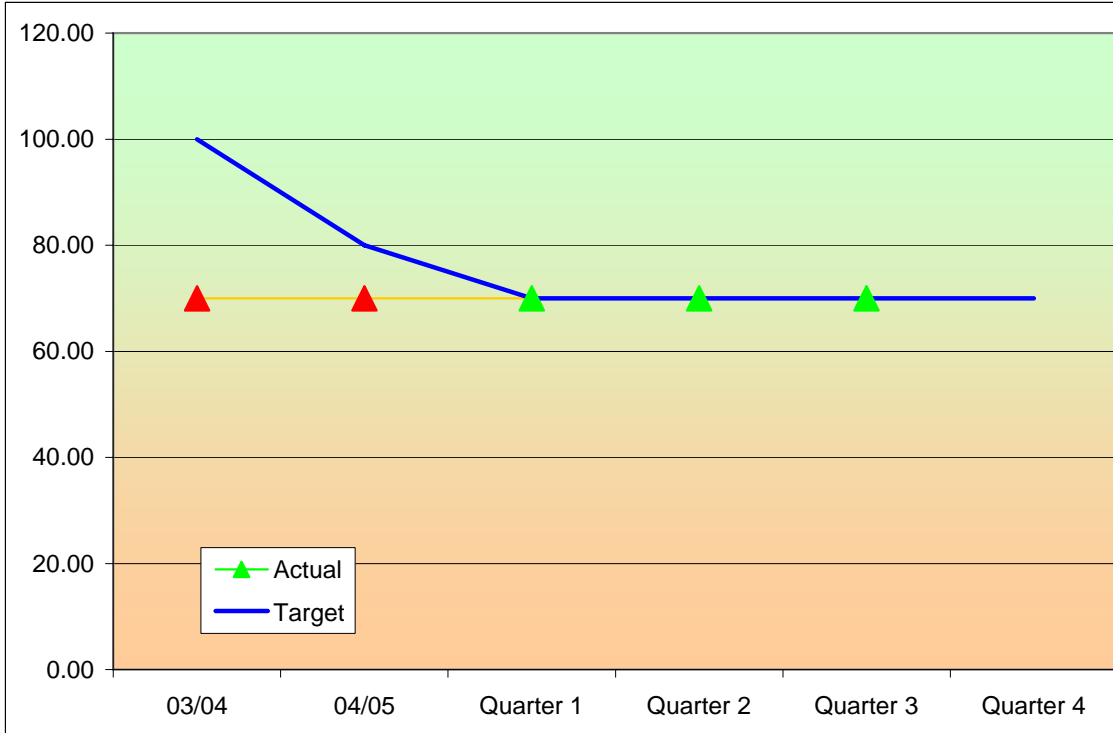
**Comments**




This is a compendium of Environmental Health activities that measures cross service performance. It is a relatively new indicator and, nationally, the baseline for good performance is still being quantified.

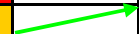


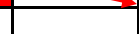
**Planned Action**

The chosen target reflects what officers considered reasonable at the time of introduction.

Two vacancies in the service have recently been filled and this should result in an improvement in performance.

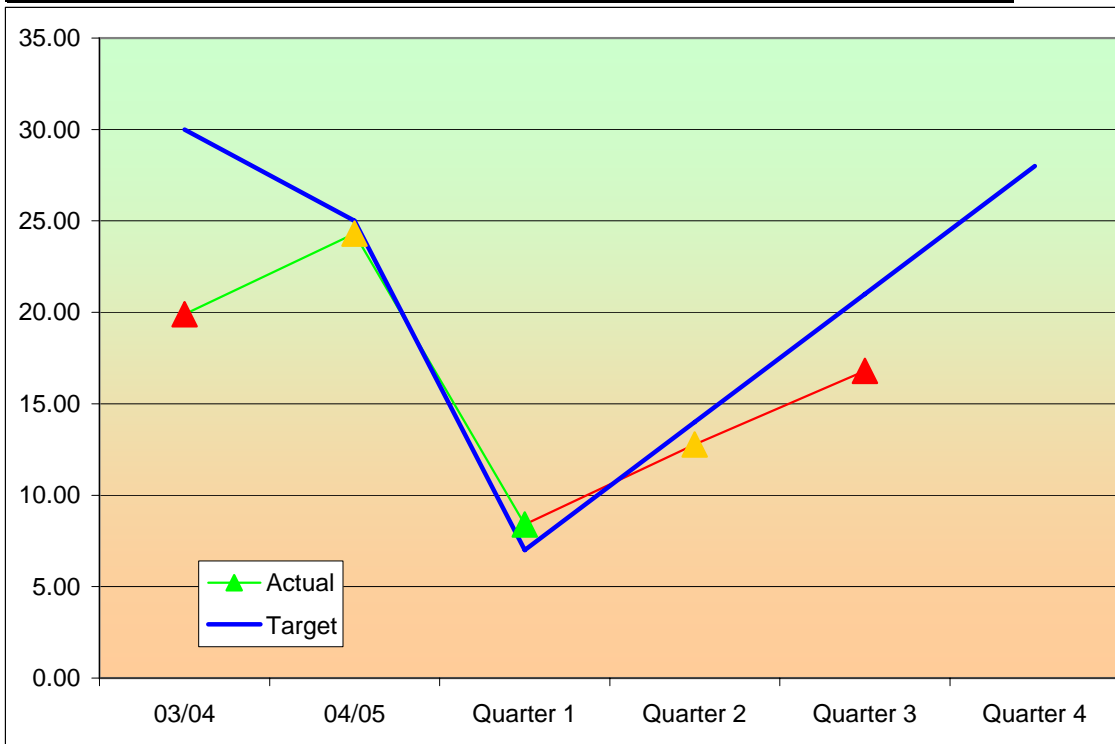


<b>14</b>	<b>BVPI 170 - Visits to and use of museums</b>		
170a - The number of visits to/usages of local authority funded or part-funded museums in the year, per 1,000 population		Trend	 <b>R</b>  
<b>Indicator Owner</b>	Robbie Hazlehurst - Head of Culture & Community Services	Current variation from target	-20.00%

Performance						
170a	Target	Actual	Performance	Trend	Variation	Quartile
03/04	30.00	19.90	<b>R</b>	n/a	-33.67%	n/a
04/05	25.00	24.31	<b>A</b>		-2.76%	4
Quarter 1	7.00	8.40	<b>G</b>		20.00%	4
Quarter 2	14.00	12.77	<b>A</b>		-8.79%	4
Quarter 3	21.00	16.80	<b>R</b>		-20.00%	4
Quarter 4	28.00					
05/06	28.00					

**Comments**

**Planned Action**

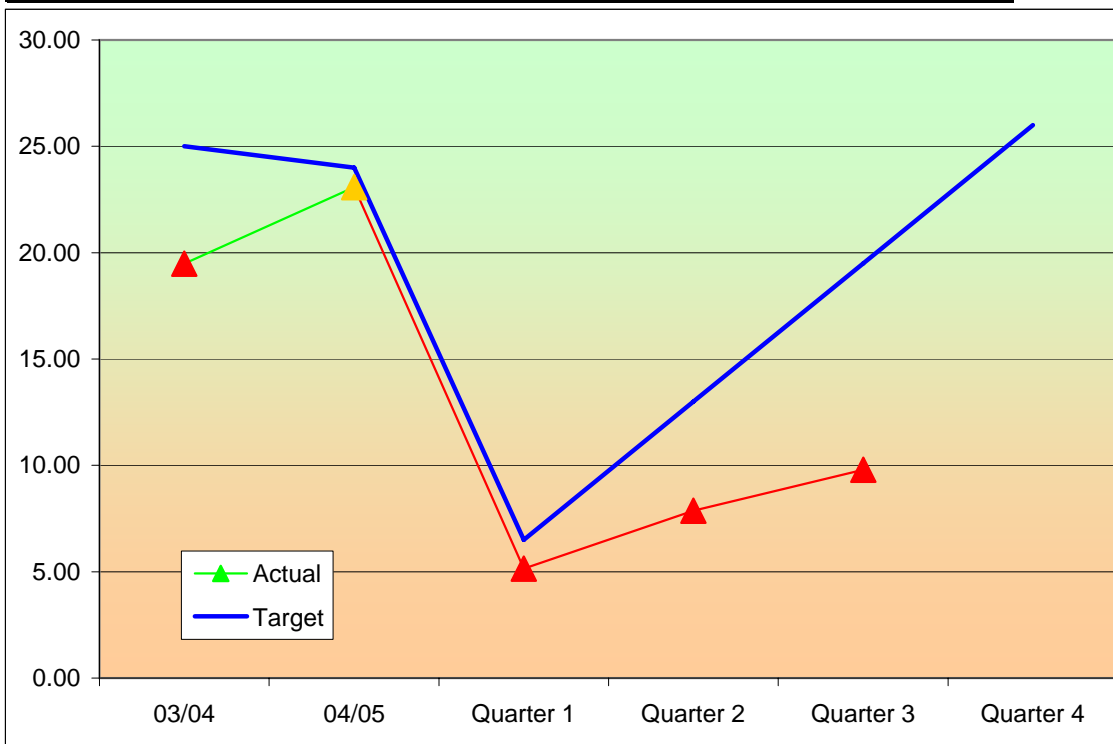



<b>14</b>	<b>BVPI 170 - Visits to and use of museums</b>				
170b - The number of visits to/usages of local authority funded or part-funded museums that were in person, per 1,000 population		Trend			
<b>Indicator Owner</b>		Current variation from target	-49.74%		
Robbie Hazlehurst - Head of Culture & Community Services					

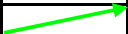


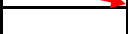
Performance						
170b	Target	Actual	Performance	Trend	Variation	Quartile
03/04	25.00	19.48	R	n/a	-22.08%	n/a
04/05	24.00	23.08	A		-3.83%	4
Quarter 1	6.50	5.15	R		-20.77%	4
Quarter 2	13.00	7.87	R		-39.46%	4
Quarter 3	19.50	9.80	R		-49.74%	4
Quarter 4	26.00					
05/06	26.00					

**Comments**

**Planned Action**

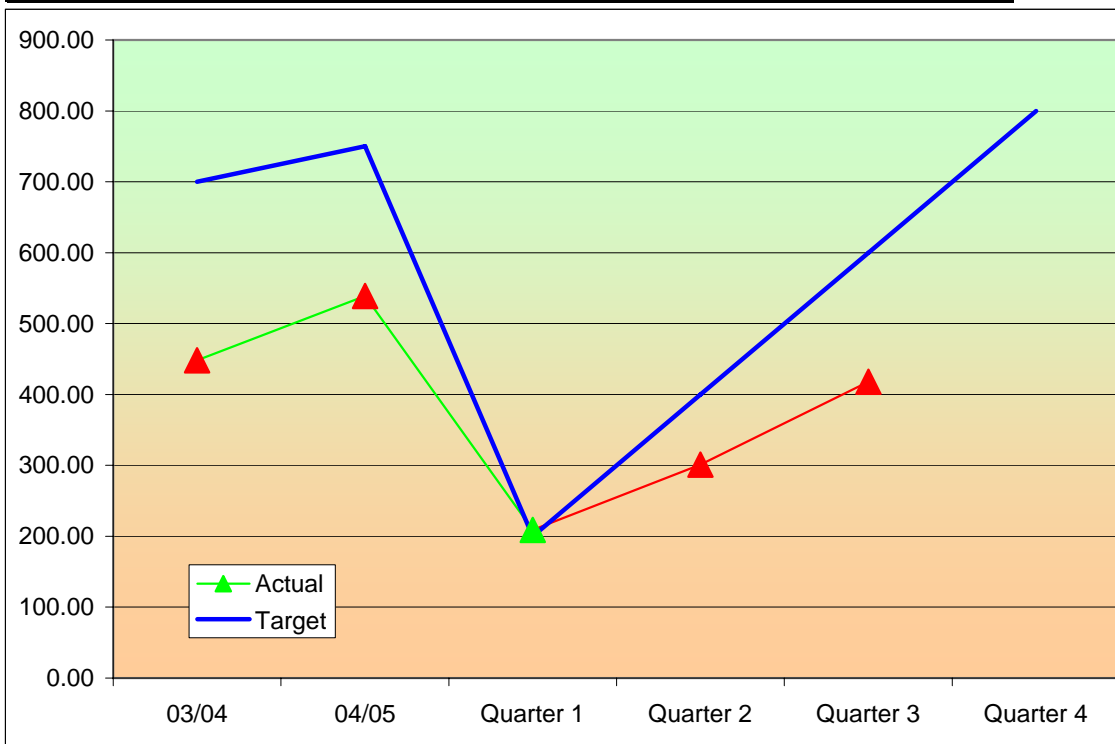


<b>14</b>	<b>BVPI 170 - Visits to and use of museums</b>		
170c - The number of pupils visiting museums and galleries in organised school groups		Trend	 <b>R</b>
<b>Indicator Owner</b>		Robbie Hazlehurst - Head of Culture & Community Services	Current variation from target -30.33%

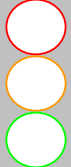
Performance						
170c	Target	Actual	Performance	Trend	Variation	Quartile
03/04	700.00	448.00	R	n/a	-36.00%	n/a
04/05	750.00	539.00	R		-28.13%	3
Quarter 1	200.00	209.00	G		4.50%	3
Quarter 2	400.00	301.00	R		-24.75%	3
Quarter 3	600.00	418.00	R		-30.33%	3
Quarter 4	800.00					
05/06	800.00					

**Comments**

**Planned Action**





<b>15</b>	<b>BVPI 175 - Racial incidents resulting in further action</b>			
The percentage of racial incidents reported to the Local Authority that resulted in further action.		Trend		
<b>Indicator Owner</b>		Robbie Hazlehurst - Head of Culture & Community Services	Current variation from target	

<b>Performance</b>						
<b>175</b>	Target	Actual	Performance	Trend	Variation	Quartile
03/04	not set	0.00				n/a
04/05	0.00	0.00				
Quarter 1						
Quarter 2						
Quarter 3						
Quarter 4						
05/06						

**Comments**

Further work is required on this indicator including who "owns" the indicator.

**Planned Action**

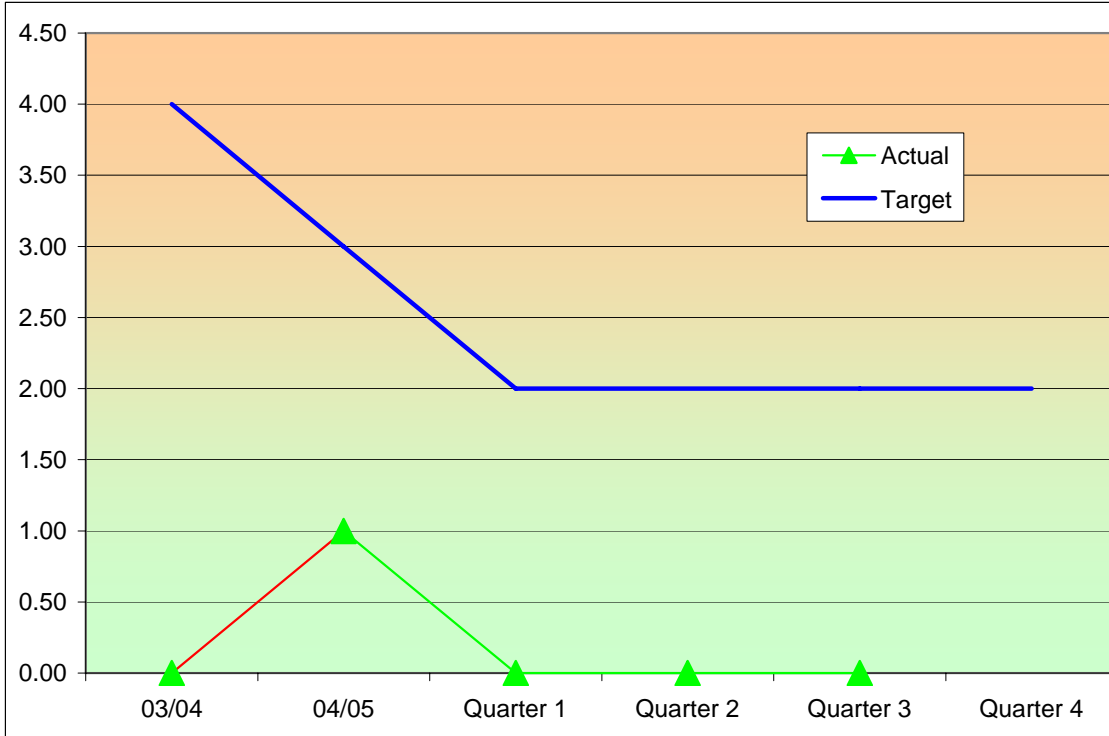
<b>16</b>	<b>BVPI 183 - Length of stay in temporary accomodation</b>			
183a - The average length of stay in bed and breakfast accomodation of households that are unintentionally homeless and in priority need		Trend		
<b>Indicator Owner</b>	Peter Allen - Head of Planning and Environmental Services	Current variation from target	100%	

Performance						
183a	Target	Actual	Performance	Trend	Variation	Quartile
03/04	4.00	0.00	<b>G</b>	n/a	100.00%	n/a
04/05	3.00	1.00	<b>G</b>		66.67%	1
Quarter 1	2.00	0.00	<b>G</b>		100.00%	1
Quarter 2	2.00	0.00	<b>G</b>		100.00%	1
Quarter 3	2.00	0.00	<b>G</b>		100.00%	1
Quarter 4	2.00					
05/06	2.00					





**Comments**




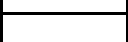
The indicator measures the ability of the Council to react quickly to release those that unintentionally become homeless.

Performance of this indicator is better than target.



**Planned Action**

<b>16</b>	<b>BVPI 183 - Length of stay in temporary accomodation</b>		
183b - The average length of stay in hostel accomodation of households that are unintentionally homeless and in priority need.		Trend	
<b>Indicator Owner</b>		Current variation from target	-166.75%
Peter Allen - Head of Planning and Environmental Services			  

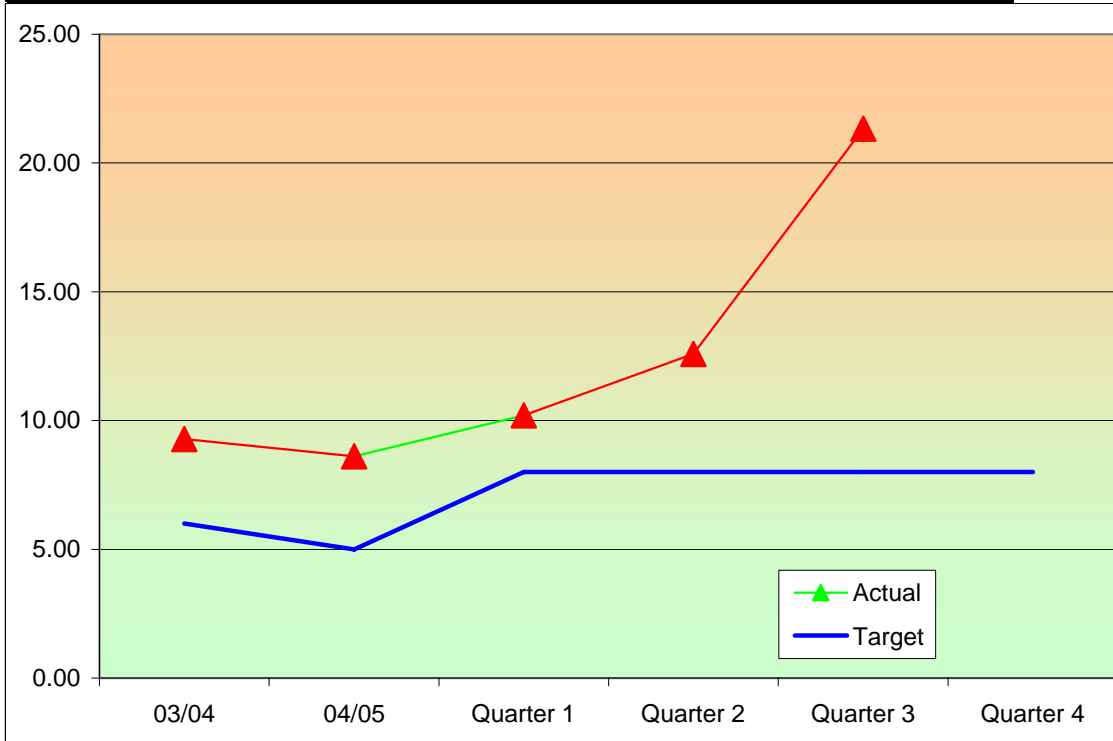
Performance						
183b	Target	Actual	Performance	Trend	Variation	Quartile
03/04	6.00	9.28	R	n/a	-54.67%	n/a
04/05	5.00	8.61	R		-72.20%	2
Quarter 1	8.00	10.20	R		-27.50%	3
Quarter 2	8.00	12.59	R		-57.38%	3
Quarter 3	8.00	21.34	R		-166.75%	3
Quarter 4	8.00					
05/06	8.00					


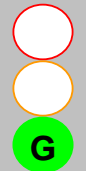
**Comments**

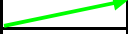
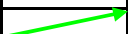
Hostel accommodation is considered unsatisfactory for any length of time. It should only be used to provide emergency accommodation. Residents need to be moved in to appropriate accommodation as quickly as possible.

**Planned Action**

Creating the means to meet this target is being developed with the assistance of BDHT and other partners. The restructured strategic housing service will have additional resource to help tackle the problem, but the physical provision of appropriate accomodation is in the hands of others.



<b>17</b>	<b>BVPI 199 - Local street and environmental cleanliness</b>			
199a - The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.		Trend		
<b>Indicator Owner</b>	Mike Bell - Head of Street Scene and Waste Management	Current variation from target	8.00%	

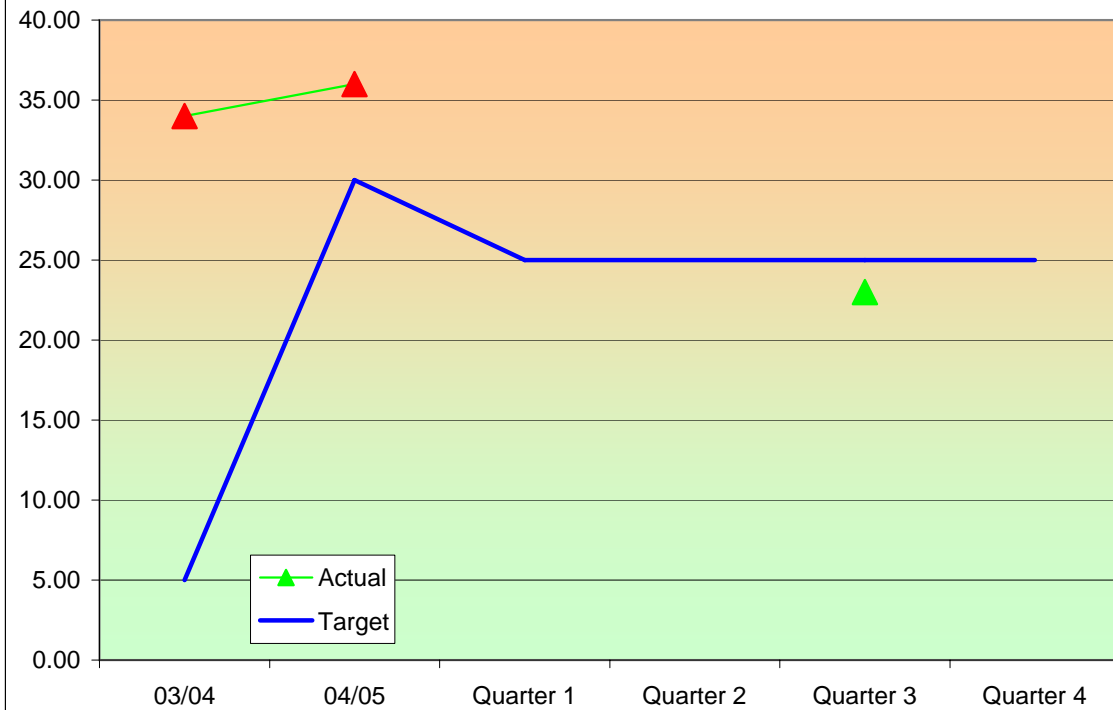
Performance						
199a	Target	Actual	Performance	Trend	Variation	Quartile
03/04	5.00	34.00	R	n/a	-580.00%	n/a
04/05	30.00	36.00	R		-20.00%	n/a
Quarter 1	25.00					n/a
Quarter 2	25.00					n/a
Quarter 3	25.00	23.00	G		8.00%	n/a
Quarter 4	25.00					
05/06	25.00					

**Comments**

This indicator assesses the level of cleanliness within the area. It is based on 3 inspections per year. The results are only available at a point in time and therefore cannot be related specifically to a quarter. The reporting procedure is based on specific guidelines from central government and cannot be altered. The lower the figure the better the performance.

**Planned Action**

Implement Street Scene Strategy

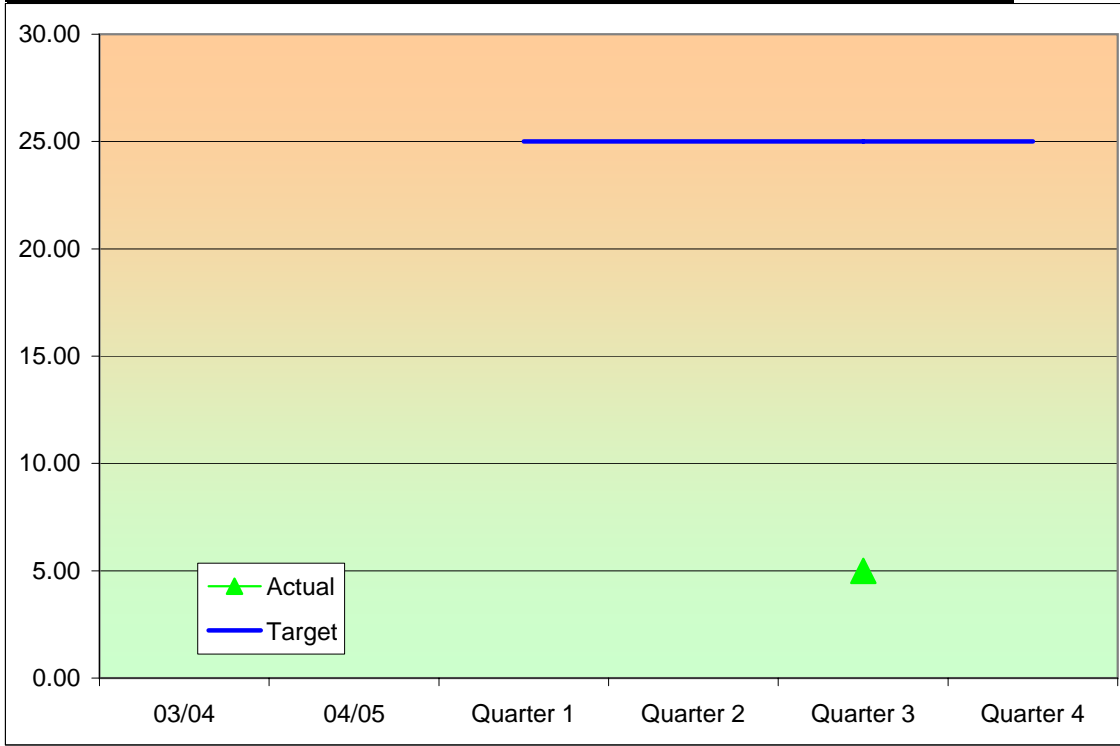


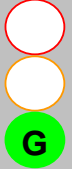
<b>17</b>	<b>BVPI 199 - Local street and environmental cleanliness</b>			
199b - The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible		Trend	n/a	
<b>Indicator Owner</b>	Mike Bell - Head of Street Scene and Waste Management	Current variation from target	80.00%	

Performance						
199b	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	25.00					
Quarter 2	25.00					
Quarter 3	25.00	5.00	<b>G</b>	n/a	80.00%	n/a
Quarter 4	25.00					
05/06	25.00					

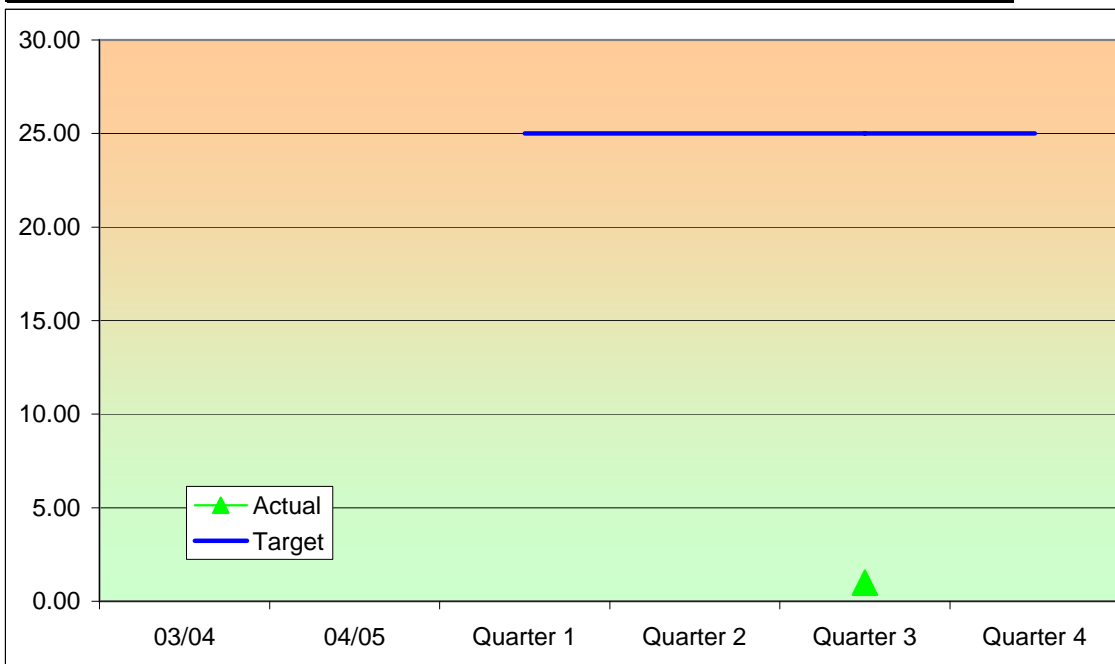
**Comments**  
 This indicator assesses the level of cleanliness within the area. It is based on 3 inspections per year. The results are only available at a point in time and therefore cannot be related specifically to a quarter. The reporting procedure is based on specific guidelines from central government and cannot be altered.

**Planned Action**  
 Implement Street Scene Strategy



<b>17</b>	<b>BVPI 199 - Local street and environmental cleanliness</b>			
199c - The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible		Trend	n/a	
<b>Indicator Owner</b>		Mike Bell - Head of Street Scene and Waste Management	Current variation from target	

Performance						
199c	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	25.00					
Quarter 2	25.00					
Quarter 3	25.00	1.00	<b>G</b>	n/a	96.00%	n/a
Quarter 4	25.00					
05/06	25.00					



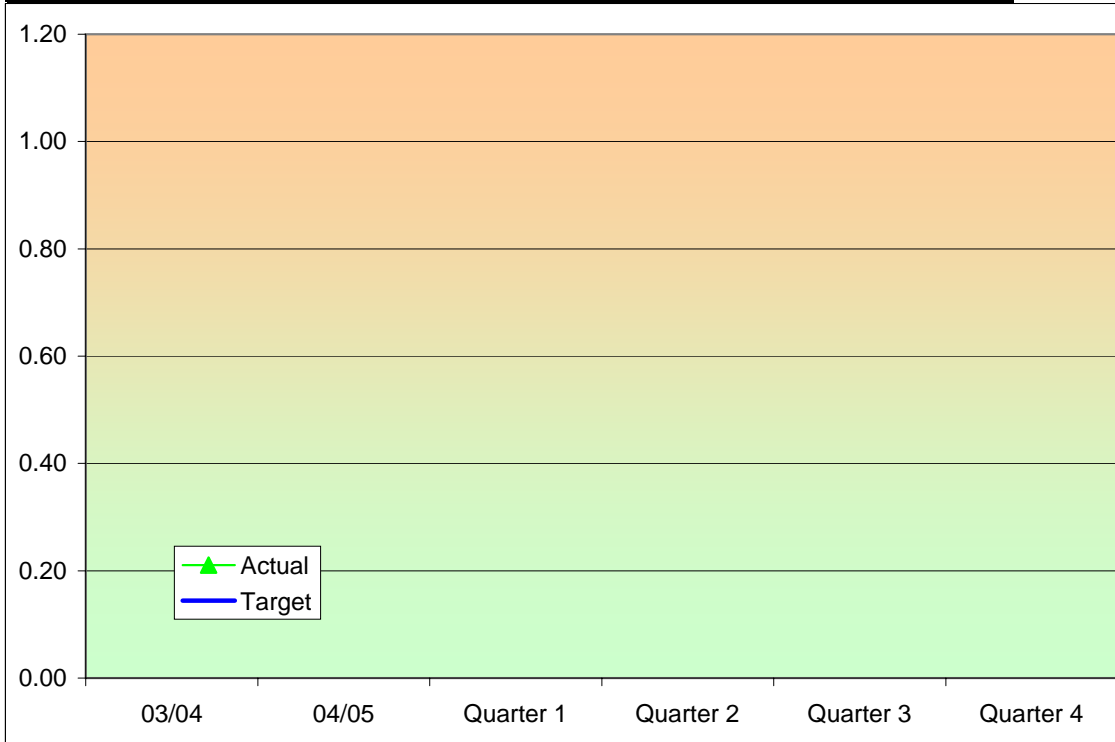
**Comments**  
This indicator assesses the level of cleanliness within the area. It is based on 3 inspections per year. The results are only available at a point in time and therefore cannot be related specifically to a quarter. The reporting procedure is based on specific guidelines from central government and cannot be altered.

**Planned Action**  
Implement Street Scene Strategy


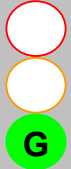
<b>17</b>	<b>BVPI 199 - Local street and environmental cleanliness</b>		
199d - The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping'.		Trend	
<b>Indicator Owner</b> Mike Bell - Head of Street Scene and Waste Management		Current variation from target	




<b>Performance</b>						
199d	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1						
Quarter 2						
Quarter 3						
Quarter 4						
05/06						

**Comments**  
 No enforcement action taken during the year. No staff resources to carry out this activity.



**Planned Action**  
 Enforcement action is built into the Street Scene Strategy and is due to be implemented towards the end of the programme in 2008

<b>18</b>	<b>BVPI 200 - Plan making</b>				
200a - Did the Authority submit the Local Development Scheme (LDS) by 28/03/05 and thereafter maintain a 3-yr rolling programme?		Trend			
<b>Indicator Owner</b>	Peter Allen - Head of Planning and Environmental Services	Current variation from target	0.00%		

<b>Performance</b>						
<b>200a</b>	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	Yes	Yes	<b>G</b>	n/a	0.00%	n/a
Quarter 1	Yes	Yes	<b>G</b>		0.00%	n/a
Quarter 2	Yes	Yes	<b>G</b>		0.00%	n/a
Quarter 3	Yes	Yes	<b>G</b>		0.00%	n/a
Quarter 4	Yes					
05/06	Yes					


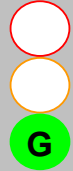
**Comments**



This is the cornerstone of current planning policy. From it flows a host of policies and guidance. The Local Development Scheme Working Group oversees the work of the Strategic Planning Service

**Planned Action**

Although targets have been met to date, recent resignation have left the Council vulnerable. A recruitment drive is taking place and, if successful, will maintain performance.



<b>18</b>	<b>BVPI 200 - Plan making</b>			
200b - Has the Authority met the milestones which the current Local Development Scheme sets out?		Trend		
Indicator Owner		Current variation from target	0.00%	
Peter Allen - Head of Planning and Environmental Services				

Performance						
200b	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	Yes	Yes	<b>G</b>	n/a	0.00%	n/a
Quarter 2	Yes	Yes	<b>G</b>		0.00%	n/a
Quarter 3	Yes	Yes	<b>G</b>		0.00%	n/a
Quarter 4	Yes					
05/06	Yes					

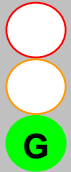
#### Comments

The milestones timetable is agreed with ODPM and to date is being met. The LDF Working Group oversees the performance of the service and there is an annual performance report submitted to the Government.

#### Planned Action

Continuing to meet milestones will depend upon the success of the current recruitment drive.

All policies and guidance within the framework have to have environmental impact and sustainability assessments undertaken. The Council does not possess these skills and so consultants are employed. There is such a demand from all Local Authorities that a national shortage of these skills is becoming apparent and this may cause slippage.

<b>18</b>	<b>BVPI 200 - Plan making</b>			
200c - Did the Authority publish an annual monitoring report by December last year?		Trend	n/a	
<b>Indicator Owner</b>	Peter Allen - Head of Planning and Environmental Services	Current variation from target	0.00%	

<b>Performance</b>						
<b>200c</b>	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	n/a	n/a	n/a	n/a	n/a	n/a
Quarter 2	n/a	n/a	n/a	n/a	n/a	n/a
Quarter 3	Yes	Yes	<b>G</b>	n/a	0.00%	n/a
Quarter 4						
05/06						

<b>Comments</b>
<p>This is a statement of performance of producing the Local Development Scheme and a tranche of policies and guidance that flow from the LDS.</p> <p>The report was presented to the LDS Working Group and hence via Cabinet and Council to the Government.</p>

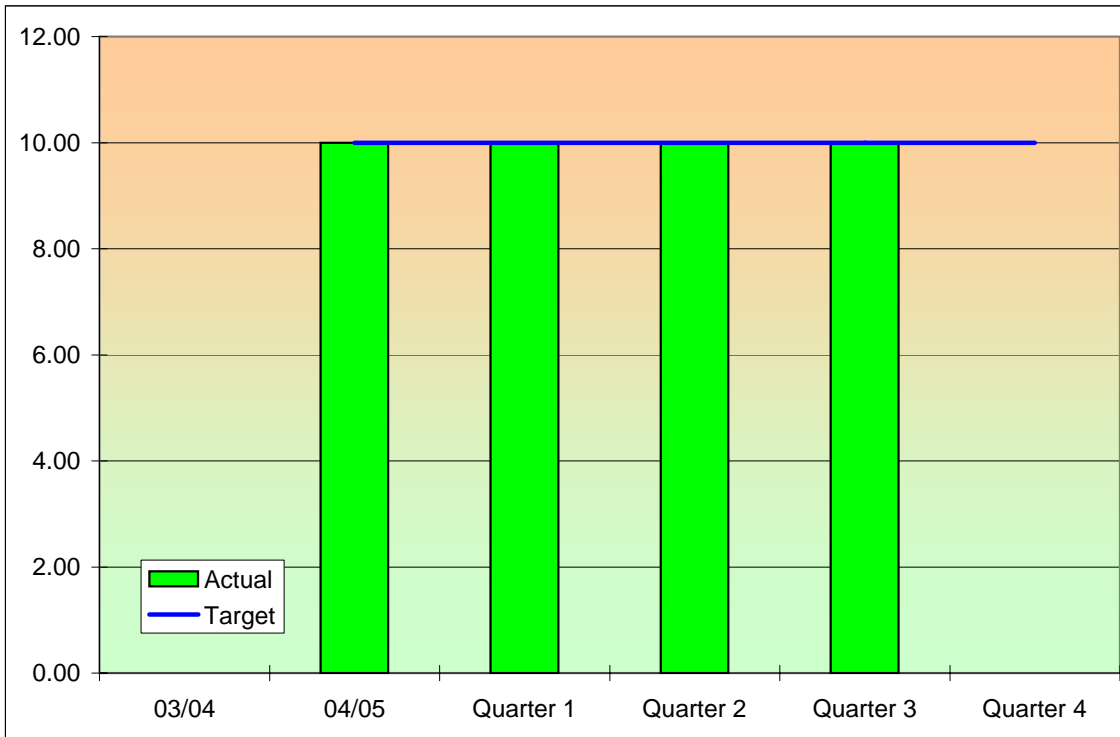
<b>Planned Action</b>
<p>Continuing to meet milestones will depend upon the success of the current recruitment drive.</p> <p>All policies and guidance within the framework have to have environmental impact and sustainability assessments undertaken. The Council does not possess these skills and so consultants are employed. There is such a demand from all Local Authorities that a national shortage of these skills is becoming apparent and this may cause slippage.</p>

<b>19</b>	<b>BVPI 202 - Number of rough sleepers</b>			
The number of people sleeping rough on a single night within the area of the Authority		Trend		
<b>Indicator Owner</b>	Peter Allen - Head of Planning and Environmental Services	Current variation from target	0.00%	

Performance						
202	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	<10	<10	<b>G</b>	n/a	0.00%	n/a
Quarter 1	<10	<10	<b>G</b>		0.00%	n/a
Quarter 2	<10	<10	<b>G</b>		0.00%	n/a
Quarter 3	<10	<10	<b>G</b>		0.00%	n/a
Quarter 4	<10					
05/06	<10					





**Comments**

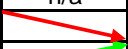

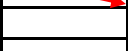
The purpose of this indicator is to focus on the need for action to address the problems created for people sleeping rough. A target and performance of less than ten indicates that there is no real problem.



**Planned Action**

The Council cannot be complacent about this measure as sleeping rough, as well as homelessness, can quickly migrate across boundaries. Performance and trends will be closely monitored.

<b>20</b>	<b>BVPI 203 - Change in number of families in temporary accomodation</b>			
The percentage change in the average number of families placed in temporary accommodation.		Trend		
<b>Indicator Owner</b>		Current variation from target	-1615%	 
Peter Allen - Head of Planning and Environmental Services				

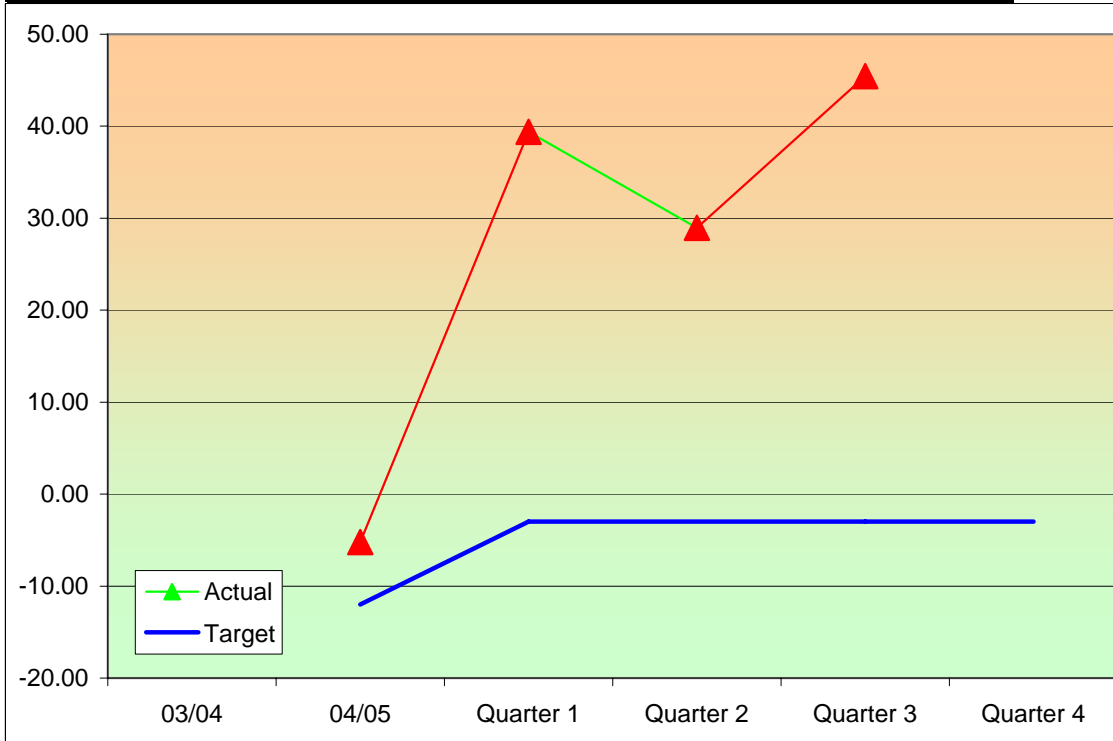
Performance						
203	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	-12.00	-5.23	R	n/a	-56.42%	n/a
Quarter 1	-3.00	39.39	R		-1413.00%	n/a
Quarter 2	-3.00	28.94	R		-1064.67%	n/a
Quarter 3	-3.00	45.45	R		-1615.00%	n/a
Quarter 4	-3.00					
05/06	-3.00					


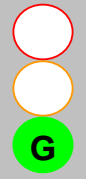
**Comments**

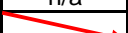

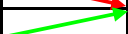
This indicator identifies trends in the Council's ability to permanently house homeless and vulnerable people. Temporary accomodation, no matter how comfortable, does not provide a good solution for the homeless.

**Planned Action**

Whilst performance is generally good, circumstances arise where a problem becomes evident. Processes are in place to quickly detect blocks to permanent housing and these problems then overcome. This is a continual process.



<b>21</b>	<b>BVPI 204 - Planning appeals</b>			
The number of planning appeal decisions allowed against the Authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications.		Trend		
<b>Indicator Owner</b>	Peter Allen - Head of Planning and Environmental Services	Current variation from target	32.50%	

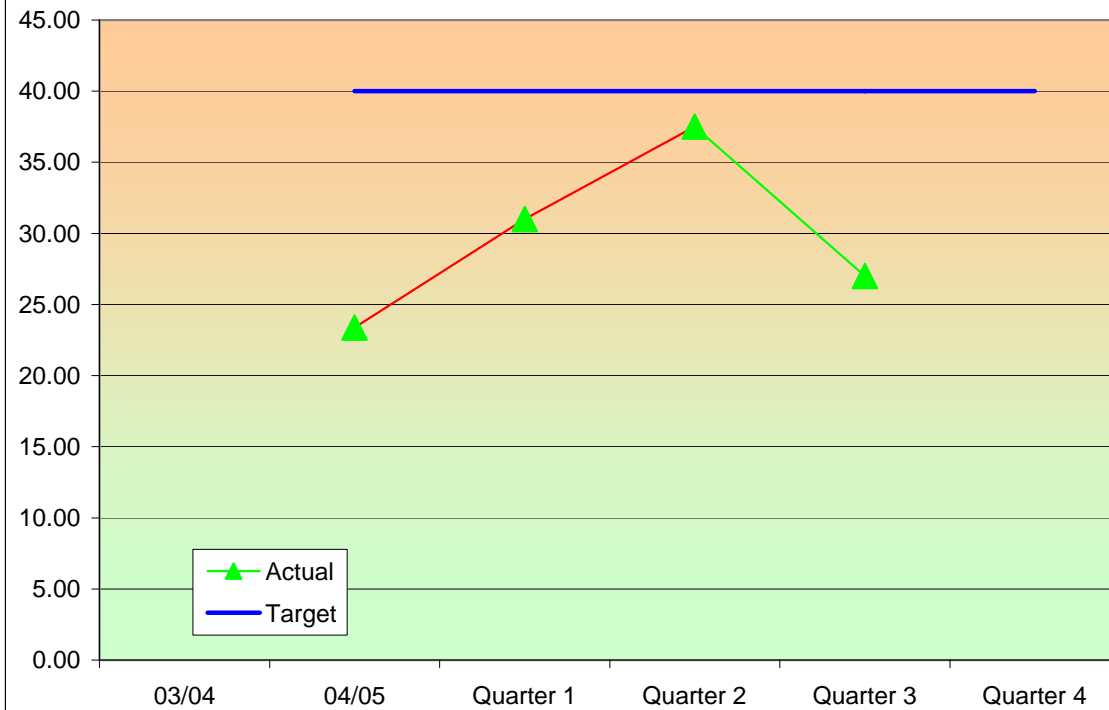
Performance						
204	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	40.00	23.38	<b>G</b>	n/a	41.55%	n/a
Quarter 1	40.00	31.00	<b>G</b>		22.50%	n/a
Quarter 2	40.00	37.50	<b>G</b>		6.25%	n/a
Quarter 3	40.00	27.00	<b>G</b>		32.50%	n/a
Quarter 4	40.00					
05/06	40.00					

**Comments**

This is a measure of the competence of the Council's planning process in reaching decisions that can be upheld in the event of appeals against those decisions.

Performance exceeds the target.

**Planned Action**

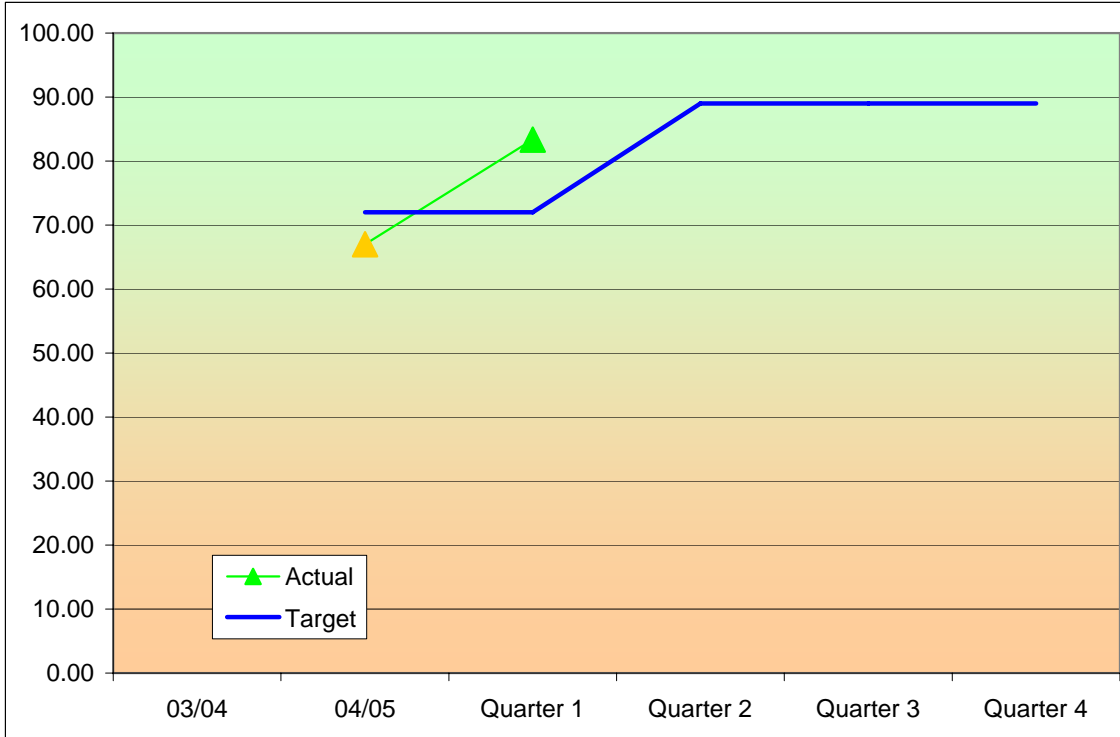


<b>22</b>	<b>BVPI 205 - Quality of Planning Services checklist</b>		
The Local Authority's score against a "quality of services" checklist		Trend	
Indicator Owner		Current variation from target	
Peter Allen - Head of Planning and Environmental Services			

Performance						
205	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	72.00	67.00	<b>A</b>	n/a	-6.94%	n/a
Quarter 1	72.00	83.33	<b>G</b>		15.74%	n/a
Quarter 2	89.00					n/a
Quarter 3	89.00					n/a
Quarter 4	89.00					
05/06	89.00					


**Comments**

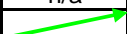

This is a compendium of Development Control activities that measures cross service performance. It is a relatively new indicator and, nationally, the baseline for good performance is still being quantified.



**Planned Action**

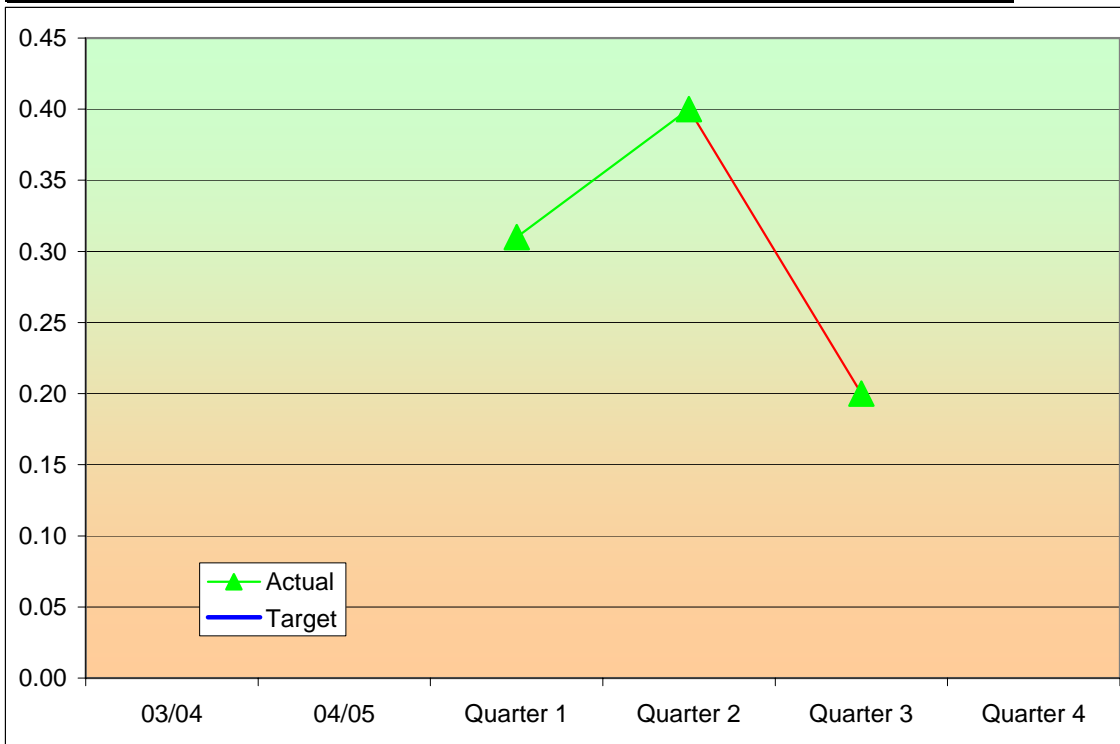
To calculate this indicator.


<b>23</b>	<b>BVPI 213 - Housing Advice Service: preventing homelessness</b>	Trend 	
Number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation, (expressed as a percentage)			
<b>Indicator Owner</b>	Peter Allen - Head of Planning and Environmental Services		

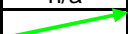

Performance						
213	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1		0.31		n/a		n/a
Quarter 2		0.40				n/a
Quarter 3		0.20				n/a
Quarter 4						
05/06						

**Comments**

**Planned Action**



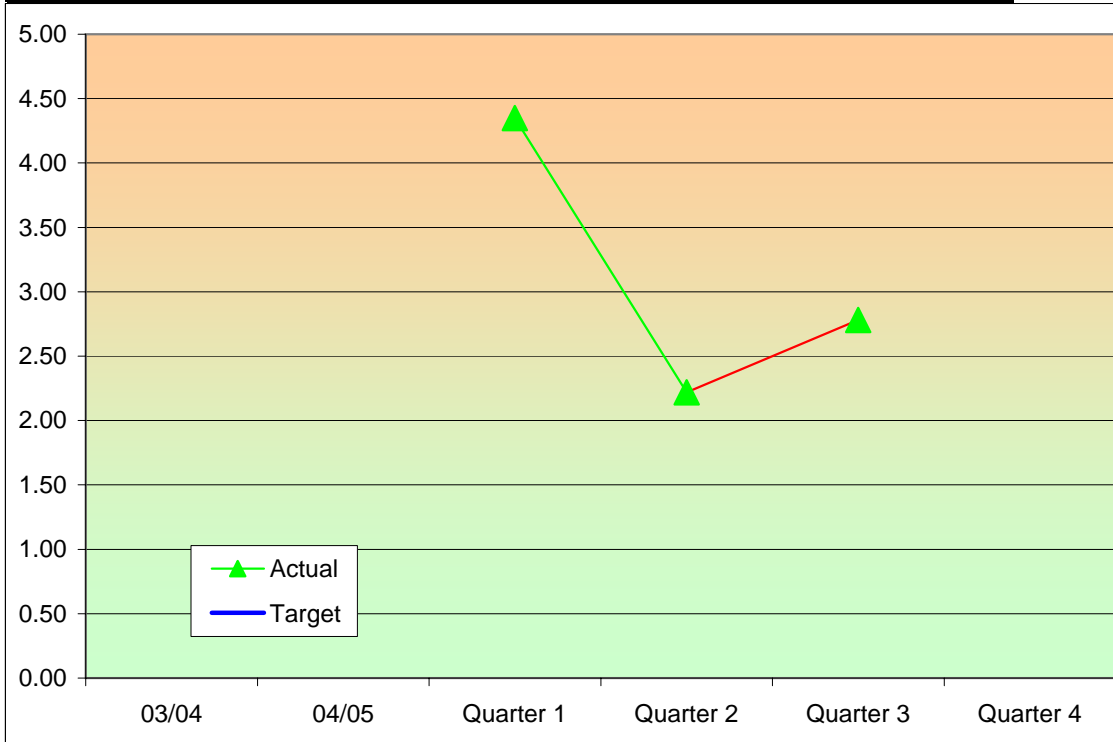
<b>24</b>	<b>BVPI 214 - Repeat homelessness</b>		
Porportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last two years.		Trend	
<b>Indicator Owner</b>		Current variation from target	
Peter Allen - Head of Planning and Environmental Services			

Performance						
214	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1		4.35		n/a		n/a
Quarter 2		2.22				n/a
Quarter 3		2.78				n/a
Quarter 4						
05/06						

**Comments**

This indicator measures the medium term success of the Council's resolution of the problems of the statutorily homeless. It highlights those re-entering the homeless population.

**Planned Action**



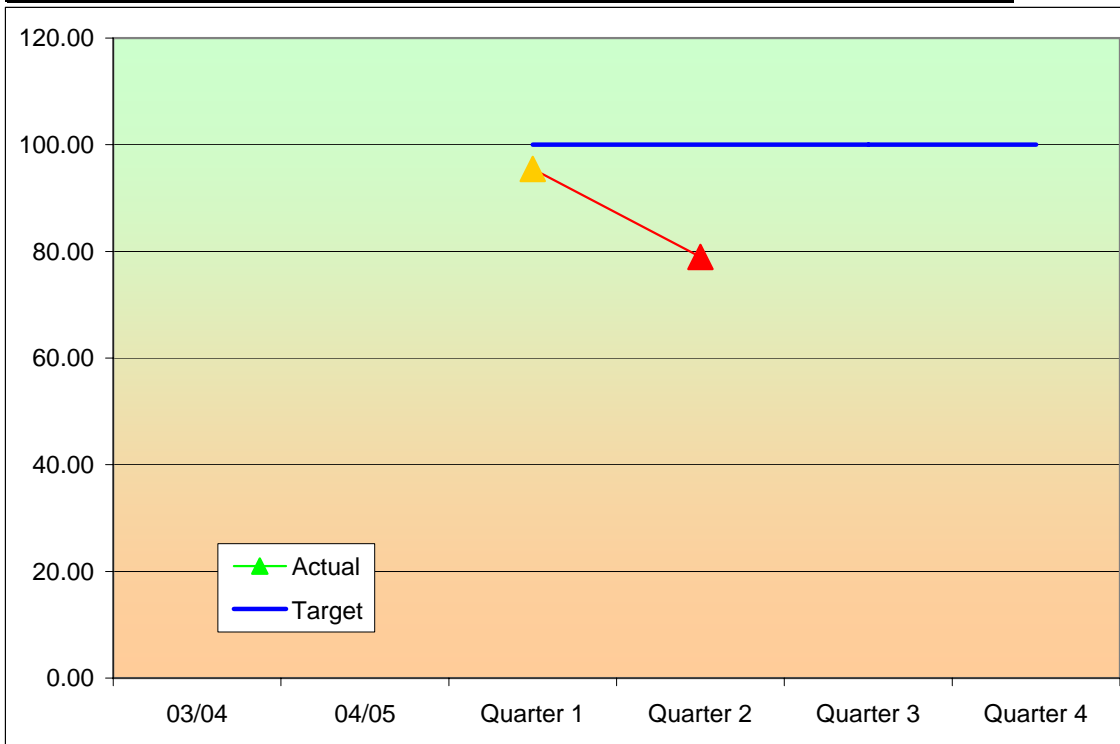


<b>25</b>	<b>BVPI 218 - Abandoned vehicles</b>		
218a - Percentage of new reports of abandoned vehicles investigated within 24 hours of notification		Trend	
<b>Indicator Owner</b>		Current variation from target	
Mike Bell - Head of Street Scene and Waste Management			

Performance						
218a	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	100.00	95.45	A	n/a	-4.55%	n/a
Quarter 2	100.00	78.99	R	↘	-21.01%	n/a
Quarter 3	100.00					n/a
Quarter 4	100.00					
05/06	100.00					

**Comments**

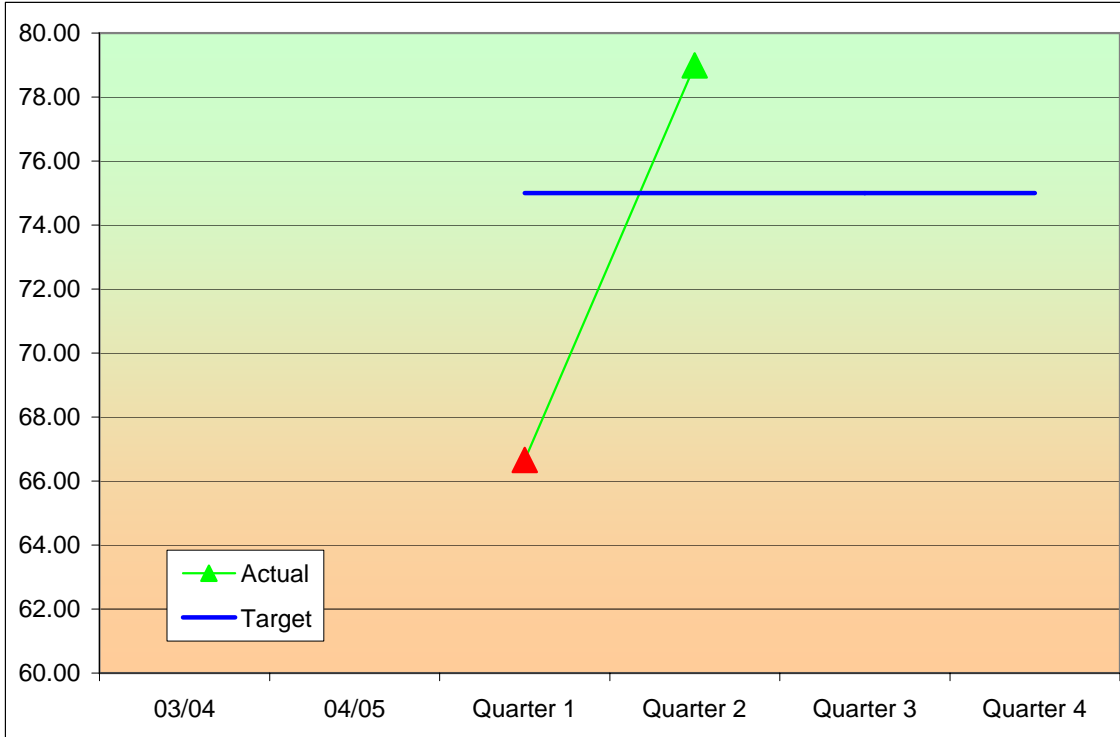
**Planned Action**  
Continue to respond to reports within determined timescale.



<b>25</b>	<b>BVPI 218 - Abandoned vehicles</b>		
218b - Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle.		Trend	
<b>Indicator Owner</b> Mike Bell - Head of Street Scene and Waste Management		Current variation from target	

<b>Performance</b>						
<b>218b</b>	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	75.00	66.66	<b>R</b>	n/a	-11.12%	n/a
Quarter 2	75.00	78.99	<b>G</b>	↗	5.32%	n/a
Quarter 3	75.00					
Quarter 4	75.00					
05/06	75.00					

**Comments**  
 This relates to the time to remove the vehicle once all of the legal investigations have been carried out



**Planned Action**  
 To introduce a tender for the removal of abandoned vehicles.

<b>26</b>	<b>BVPI 219 - Preserving the special character of conservation areas</b>			
219a - Total number of conservation areas in the local authority area		Trend		
<b>Indicator Owner</b>	Peter Allen - Head of Planning and Environmental Services	Current variation from target	0.00%	

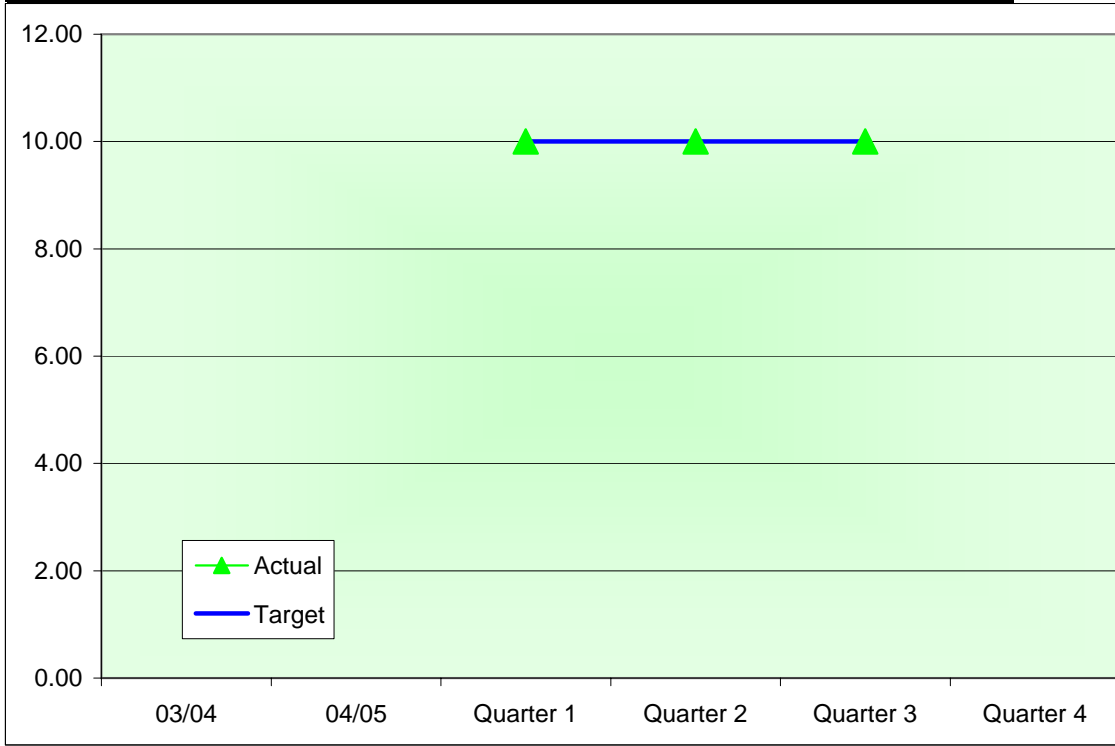
Performance						
219a	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	10	10	<b>G</b>	n/a	0.00%	n/a
Quarter 2	10	10	<b>G</b>		0.00%	n/a
Quarter 3	10	10	<b>G</b>		0.00%	n/a
Quarter 4	10					
05/06						





**Comments**



This indicator identifies the extent to which the Council is carrying out its responsibility to identify and create conservation areas.

**Planned Action**

There is no planned action to create new conservation areas, as these areas that warrant that status are already designated.



<b>26</b>	<b>BVPI 219 - Preserving the special character of conservation areas</b>		
219b - Percentage of conservation areas in the local authority area with an up-to-date character appraisal		Trend	
<b>Indicator Owner</b>		Current variation from target	-100.00%
Peter Allen - Head of Planning and Environmental Services			  

Performance						
219b	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	10.00	0.00	R	n/a	-100.00%	n/a
Quarter 2	10.00	0.00	R		-100.00%	n/a
Quarter 3	10.00	0.00	R		-100.00%	n/a
Quarter 4	10.00					
05/06	10.00					

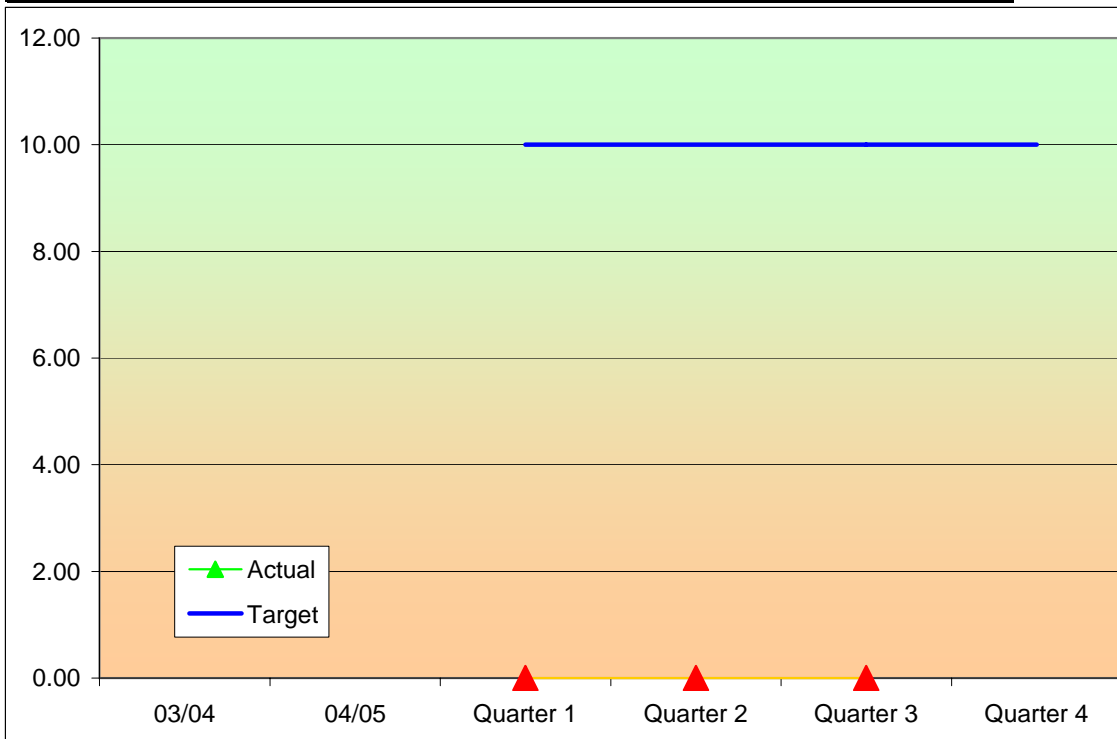
### Comments

This indicator identifies how well the Council is carrying out its responsibility to systematically review and update its conservation area statements and create and carry through action plans for the improvement of these areas.

This is a new indicator and resource problems have not allowed any action to date.

### Planned Action

The restructure has provided a personnel resource and providing the current recruitment drive is successful, action will commence in 2006/07.



<b>26</b>	<b>BVPI 219 - Preserving the special character of conservation areas</b>			
219c - Percentage of conservation areas with published management proposals.		Trend		
<b>Indicator Owner</b>	Peter Allen - Head of Planning and Environmental Services	Current variation from target	0.00%	

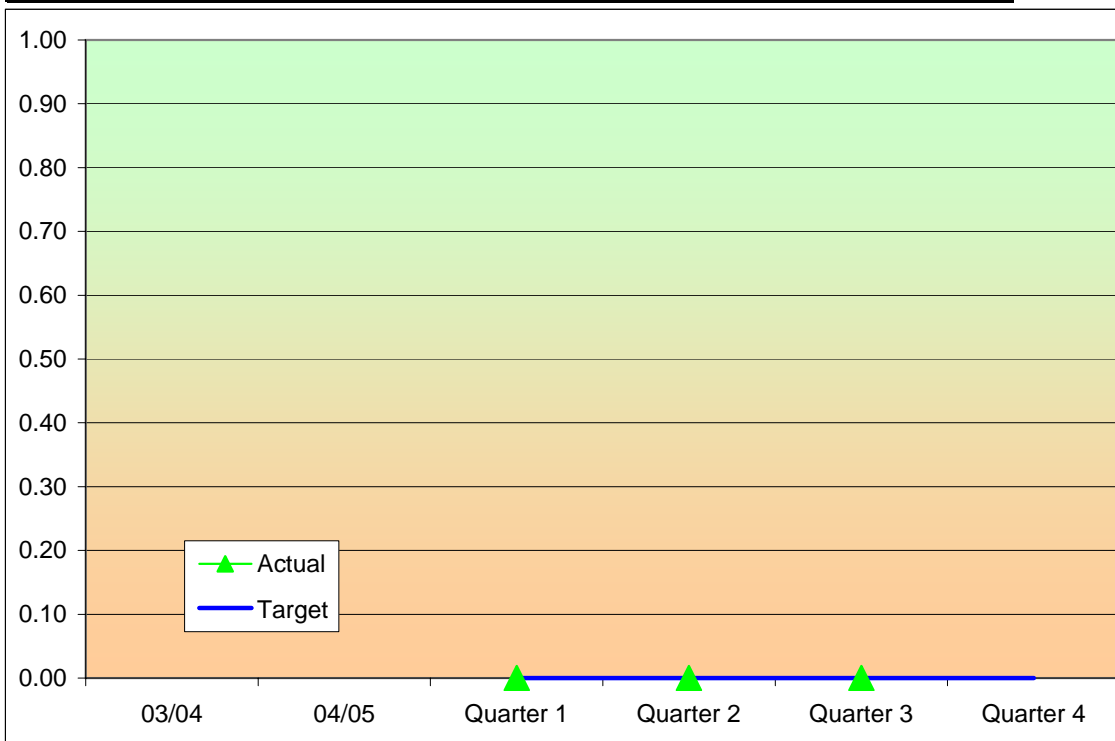
Performance						
219c	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	0.00	0.00	<b>G</b>	n/a	0.00%	n/a
Quarter 2	0.00	0.00	<b>G</b>		0.00%	n/a
Quarter 3	0.00	0.00	<b>G</b>		0.00%	n/a
Quarter 4	0.00					
05/06	0.00					

**Comments**

This indicator refers to the action plans referred to in the text of 219b. Each conservation area will have an action plan and they should be activated sequentially over a period of years.

**Planned Action**

Subject to successful recruitment, an indicative total programme and the first specific action plan will be compiled in the first half of 2006/07

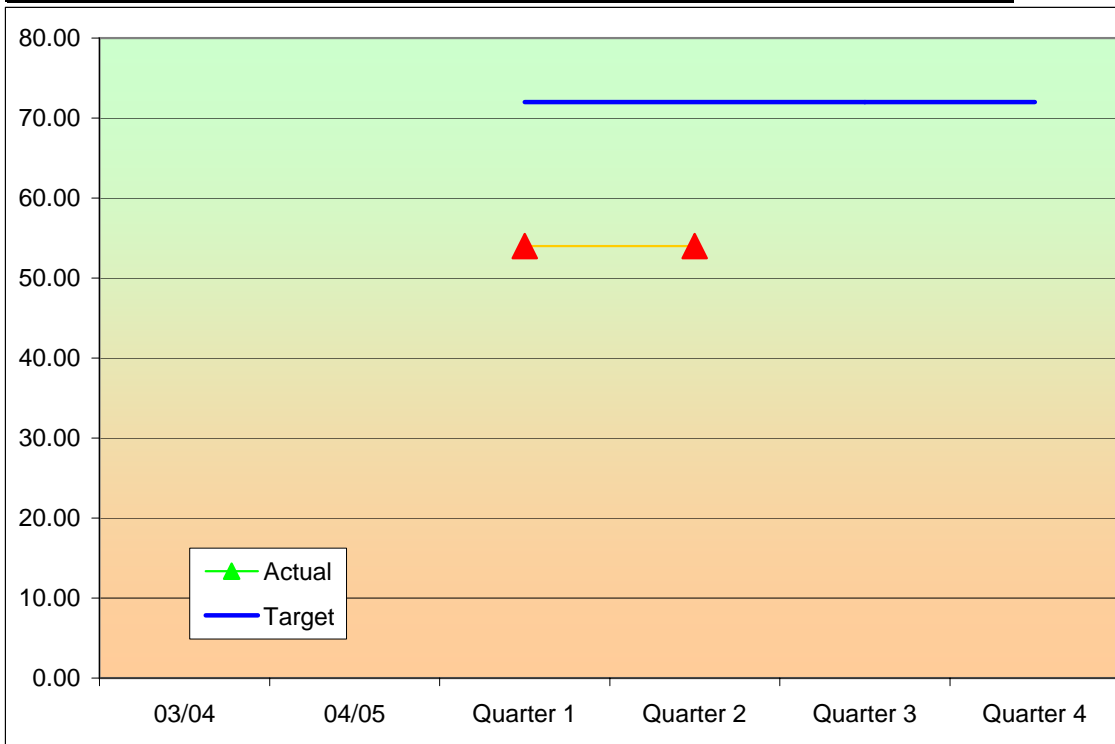


<b>27</b>	<b>BVPI 225 - Actions against domestic violence</b>		
The purpose of this BVPI is to assess the overall provision and effectiveness of local authority services designed to help victims of domestic violence and prevent further domestic violence.		Trend	
Indicator Owner		Current variation from target	
Peter Allen - Head of Planning and Environmental Services			

Performance						
225	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	72.00	54.00	R	n/a	-25.00%	n/a
Quarter 2	72.00	54.00	R		-25.00%	n/a
Quarter 3	72.00					
Quarter 4	72.00					
05/06	72.00					

**Comments**

**Planned Action**



<b>28</b>	<b>LPI Planning - Score on Building Control performance matrix</b>			
Score on the Building Control performance matrix		Trend		
<b>Indicator Owner</b>	Peter Allen - Head of Planning and Environmental Services	Current variation from target	1.67%	

Performance						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	60.00	60.00	<b>G</b>	n/a	0.00%	n/a
Quarter 2	60.00	61.00	<b>G</b>		1.67%	n/a
Quarter 3	60.00	61.00	<b>G</b>		1.67%	n/a
Quarter 4	60.00					
05/06	60.00					

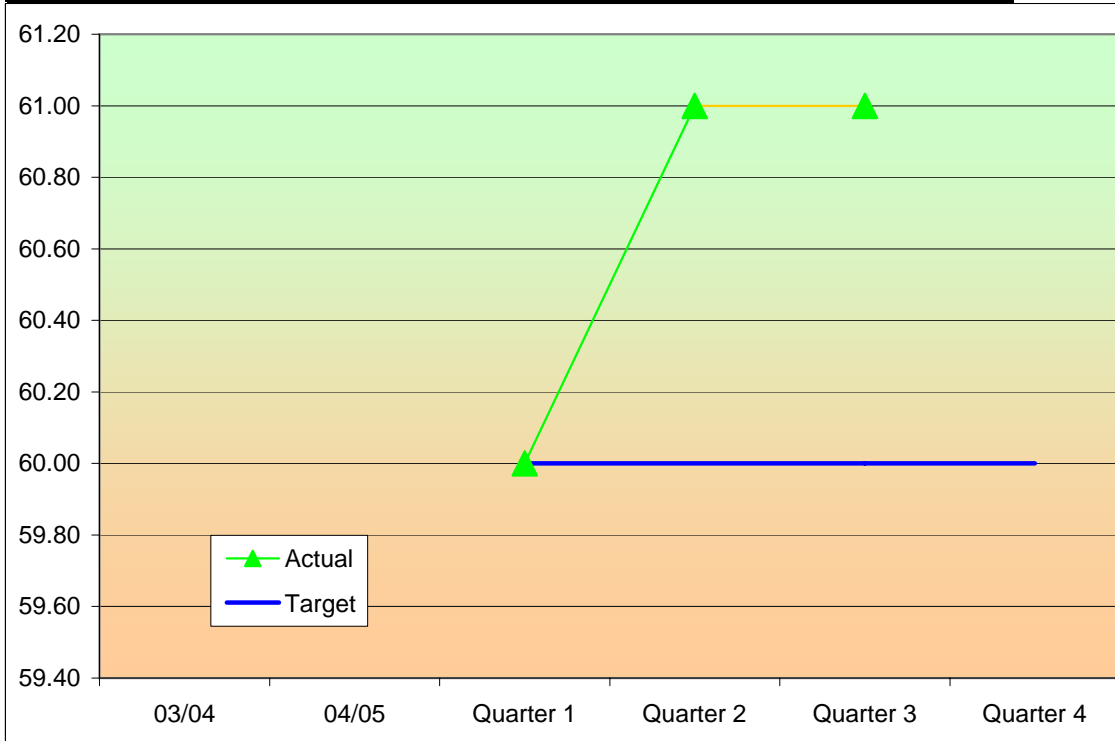
**Comments**





This is a compendium of Building Control activities that measures cross service performance. It is a relatively new indicator and, nationally, the baseline for good performance is still being quantified.

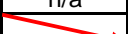


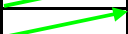
Targets are currently being met.

**Planned Action**

Although targets are being met, the opportunity to set tougher targets and improve performance will be addressed in 2006/07.



<b>29</b>	<b>LPI CEO - Number of small business start ups</b>			
The number of small business start ups as a result of support from the Council		Trend		  
<b>Indicator Owner</b>	Peter Michael - Economic Development Officer	Current variation from target	100.00%	

Performance						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	30	34	<b>G</b>	n/a	13.33%	n/a
04/05	30	17	<b>R</b>		-43.33%	n/a
Quarter 1	6	4	<b>R</b>		-33.33%	n/a
Quarter 2	12	20	<b>G</b>		66.67%	n/a
Quarter 3	18	36	<b>G</b>		100.00%	n/a
Quarter 4	25					
05/06	25					

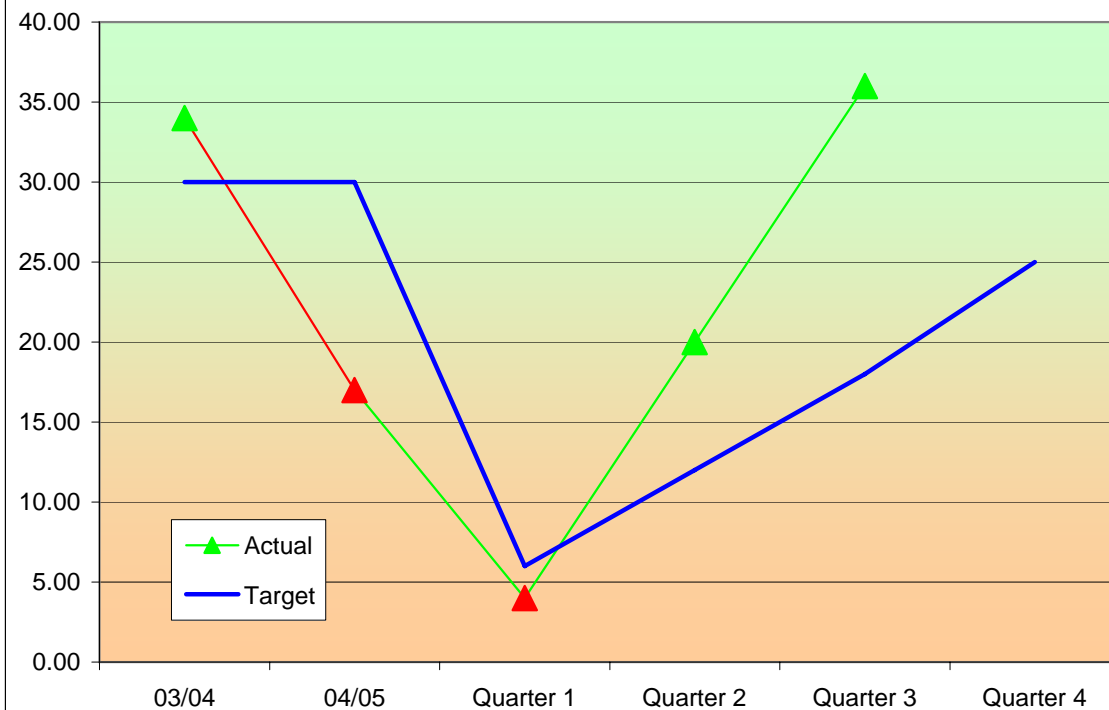
#### Comments

The Council sponsors new business start-ups by providing free business training and a £500 start-up grant.

Performance dipped in 2004/05 due to delays in budget approval within the Council and, following that, similar delays at new college (who provide the training), 2005/06 performance will be well ahead of target.

#### Planned Action

This is one of the Council's most popular programmes and we intend to continue it as a priority within economic development strategy.

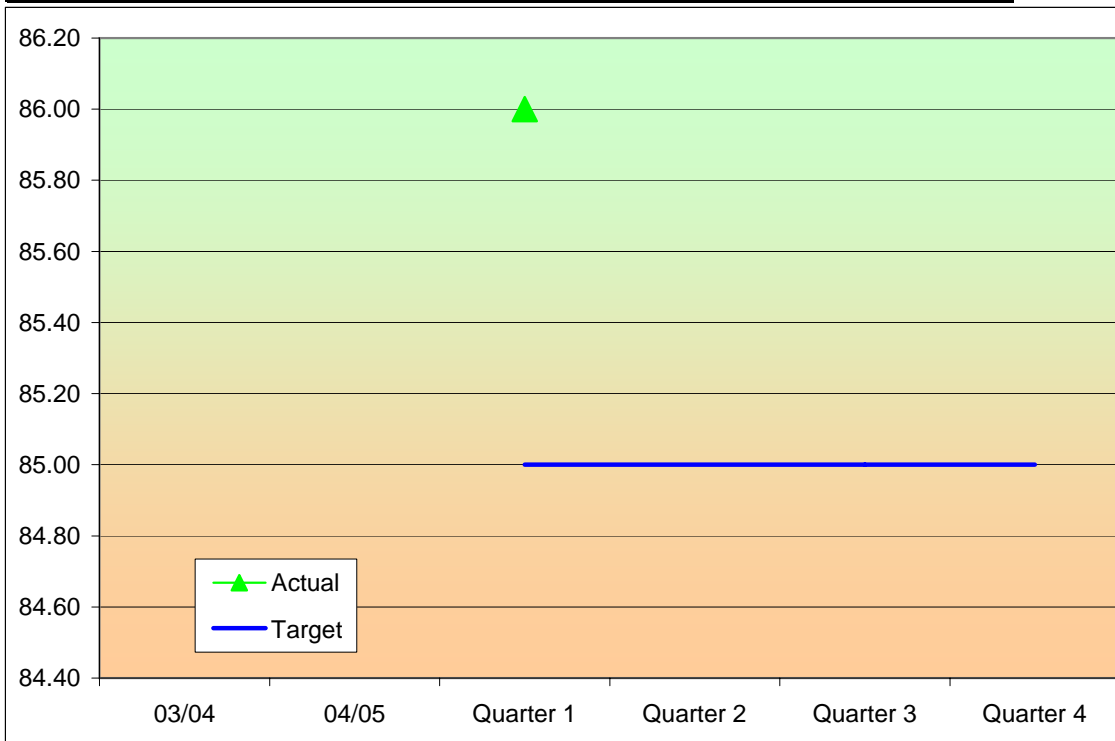






<b>30</b>	<b>LPI CEO - % of business survival rate</b>		
Percentage survival rate of new business after 18 months		Trend	
Indicator Owner		Current variation from target	
Peter Michael - Economic Development Officer			

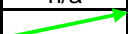

Performance						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	85.00	86.00	<b>G</b>	n/a	1.18%	n/a
Quarter 2	85.00					n/a
Quarter 3	85.00					n/a
Quarter 4	85.00					
05/06	85.00					

**Comments**



**Planned Action**

<b>31</b>	<b>LPI Depot - Percentage of animals/debris cleared within timescales</b>			
The percentage of animals and debris cleared within timescales		Trend		
<b>Indicator Owner</b>		Mike Bell - Head of Street Scene and Waste Management	Current variation from target	-35.38%

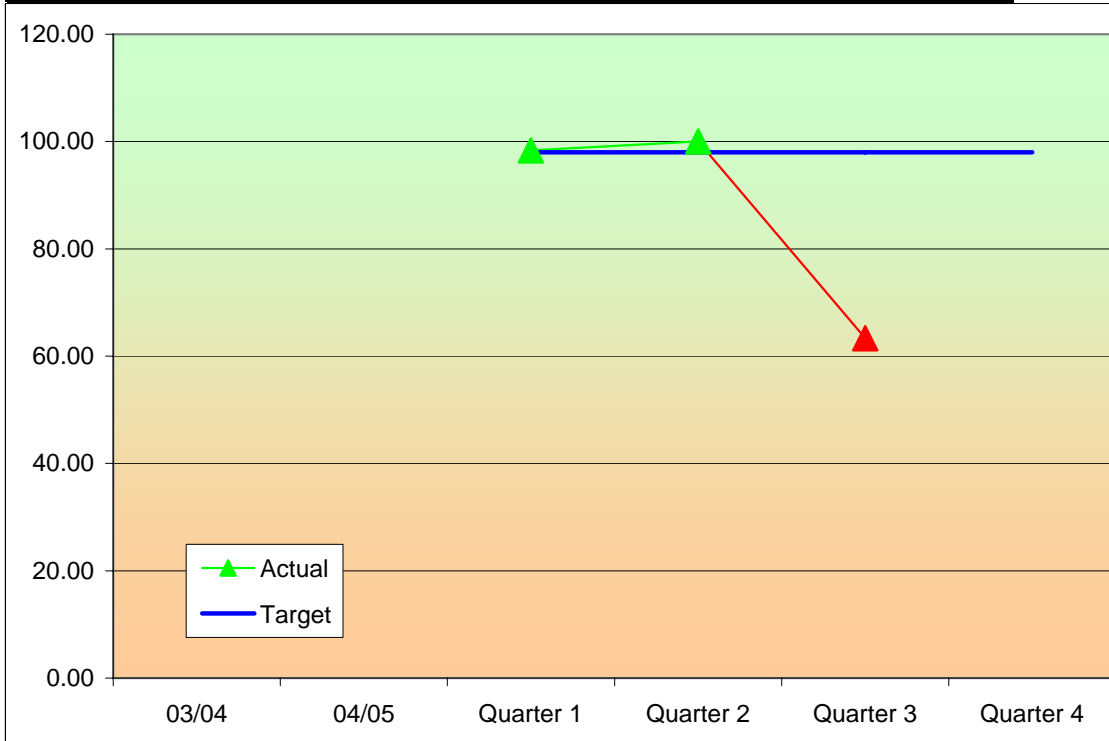
Performance						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	98.00	98.33	<b>G</b>	n/a	0.34%	n/a
Quarter 2	98.00	100.00	<b>G</b>		2.04%	n/a
Quarter 3	98.00	63.33	<b>R</b>		-35.38%	n/a
Quarter 4	98.00					
05/06	98.00					

**Comments**

The target for this service is removal within 1 day of notification.

**Planned Action**

Implement the Street Scene Strategy which will provide additional resources to respond more quickly to requests for this service.



<b>32</b>	<b>LPI Depot - Percentage of flytips dealt with in response time</b>			
The percentage of flytips dealt with in the response time.		Trend		
<b>Indicator Owner</b>	Mike Bell - Head of Street Scene and Waste Management	Current variation from target	0.66%	

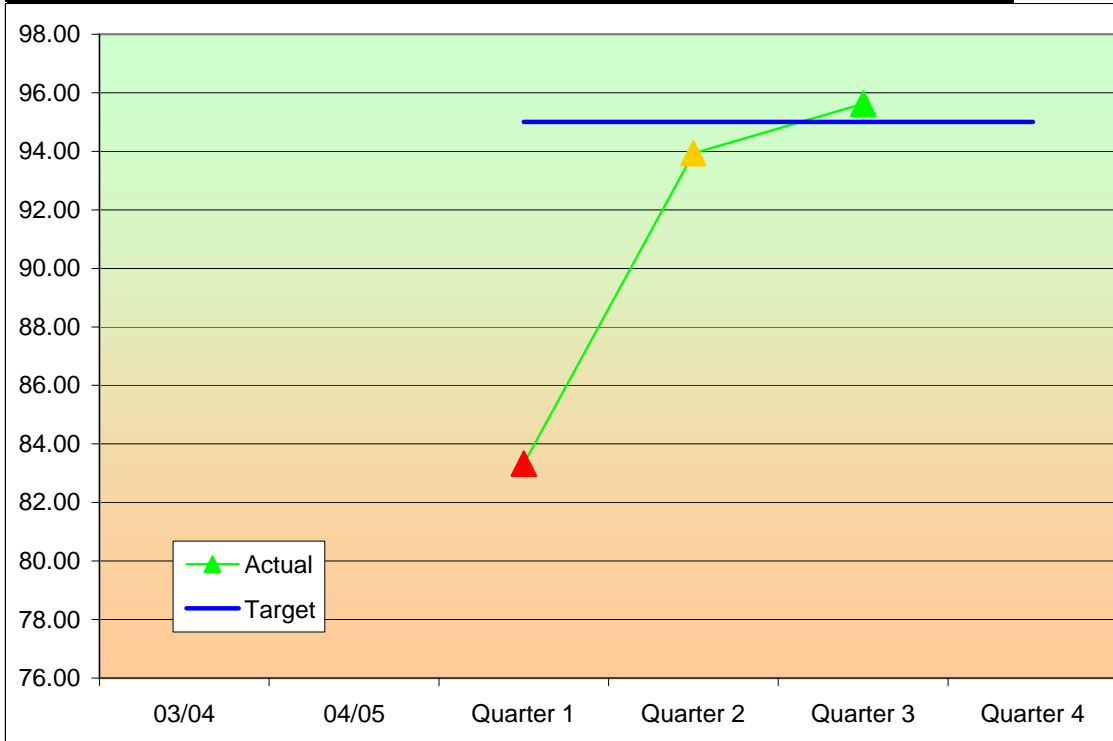
Performance						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	95.00	83.33	<b>R</b>	n/a	-12.28%	n/a
Quarter 2	95.00	93.93	<b>A</b>		-1.13%	n/a
Quarter 3	95.00	95.63	<b>G</b>		0.66%	n/a
Quarter 4	95.00					
05/06	95.00					

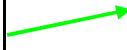



**Comments**

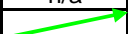

The target for this service is removal within 4 days of notification.

**Planned Action**

Implementation of the Street Scene Strategy will provide additional resources to respond more quickly to service requests.



<b>33</b>	<b>LPI Depot - Number of missed household waste collections</b>			
The number of missed household waste collections		Trend		
Indicator Owner		Mike Bell - Head of Street Scene and Waste Management	Current variation from target	-164.56%
				 

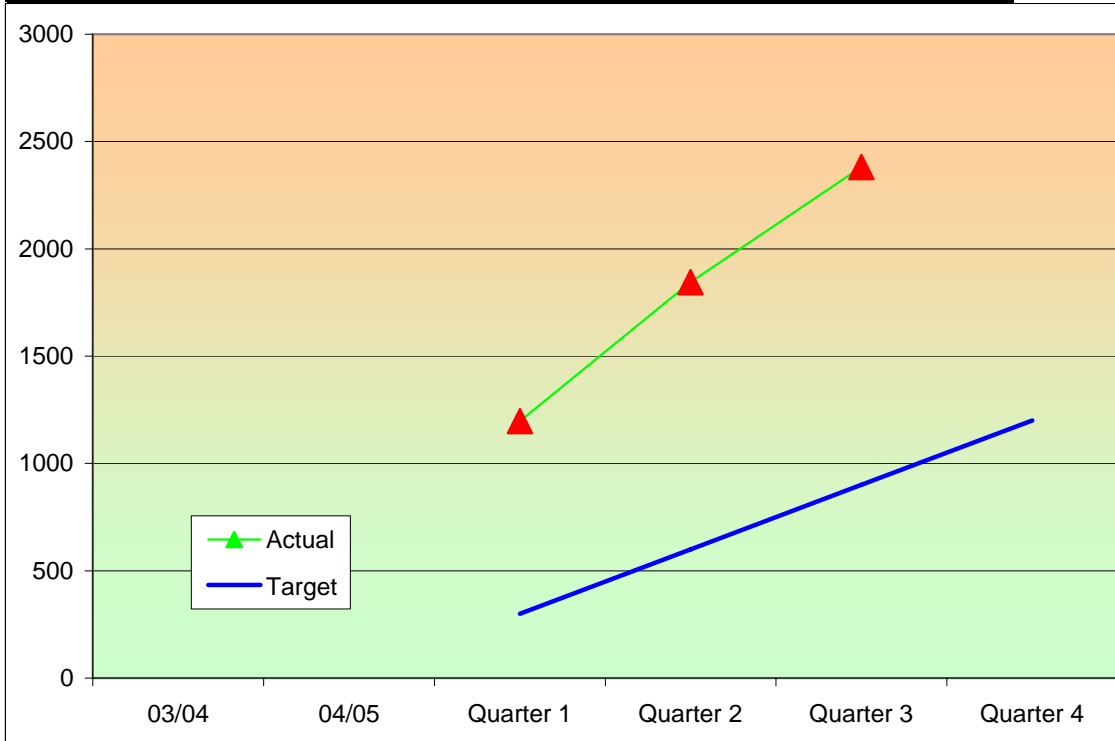
Performance						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	300	1197	R	n/a	-299.00%	n/a
Quarter 2	600	1845	R		-207.50%	n/a
Quarter 3	900	2381	R		-164.56%	n/a
Quarter 4	1200					
05/06	1200					


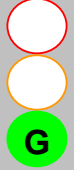
**Comments**

The trend for this indicator is positive, but changes to the service during the Christmas break generally results in an increase during December. The previous 2 months of then quarter show figures of 152 and 104 against a monthly target of 100.

**Planned Action**

Continue to monitor absence levels and vehicle breakdowns which impact on this indicator.

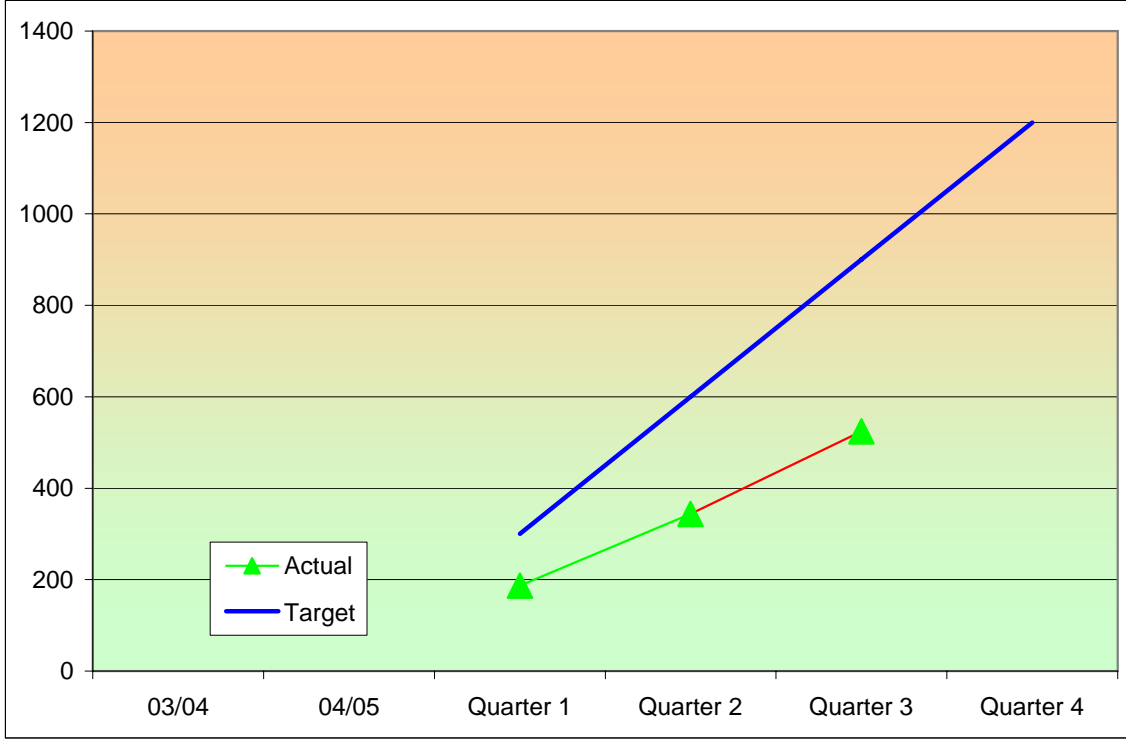



<b>34</b>	<b>LPI Depot - Number of missed recyclable waste collections</b>				
The number of recyclable waste collections that have been missed.		Trend			
<b>Indicator Owner</b>		Mike Bell - Head of Street Scene and Waste Management	Current variation from target	41.78%	

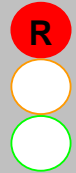
Performance						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	300	187	<b>G</b>	n/a	37.67%	n/a
Quarter 2	600	344	<b>G</b>		42.67%	n/a
Quarter 3	900	524	<b>G</b>		41.78%	n/a
Quarter 4	1200					
05/06	1200					

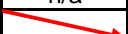

**Comments**  
 Indicator monitors the dry recyclable collection service.

**Planned Action**



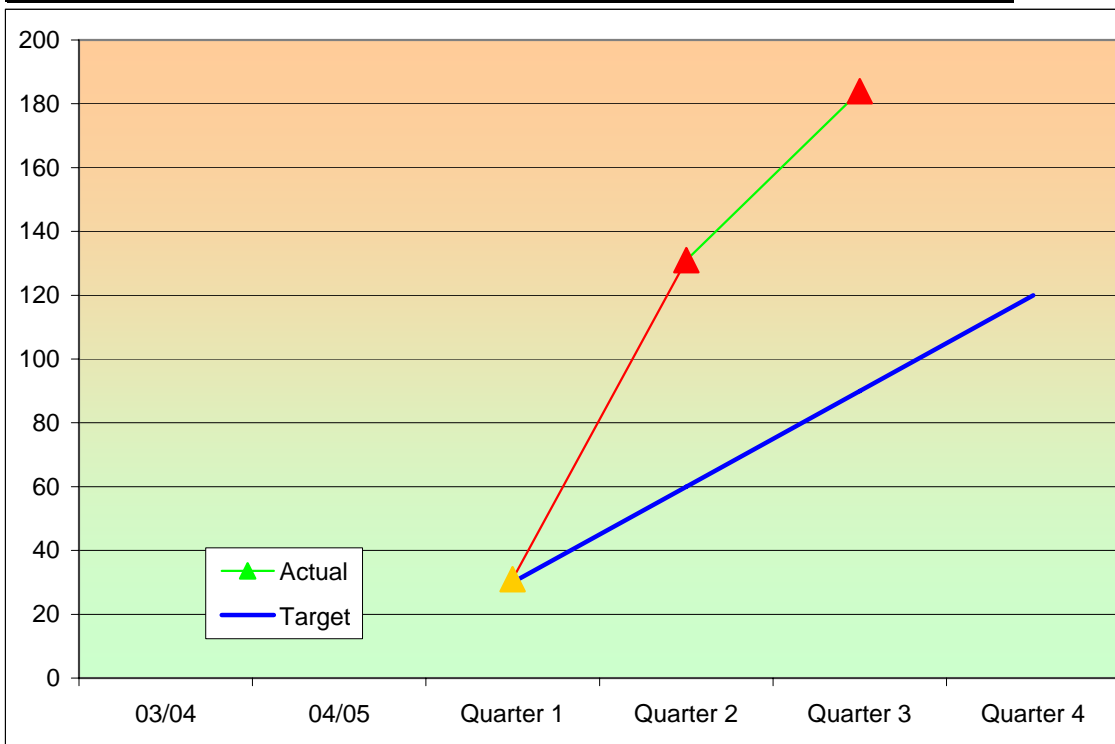
<b>35</b>	<b>LPI Depot - Number of missed trade waste collections</b>		
The number of trade waste collections that have been missed		Trend	
Indicator Owner		Mike Bell - Head of Street Scene and Waste Management	Current variation from target
			-104.44%



Performance						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	30	31	A	n/a	-3.33%	n/a
Quarter 2	60	131	R		-118.33%	n/a
Quarter 3	90	184	R		-104.44%	n/a
Quarter 4	120					
05/06	120					

**Comments**

**Planned Action**  
Continue to monitor absence and vehicle breakdowns, reschedule routes to provide a more efficient service.

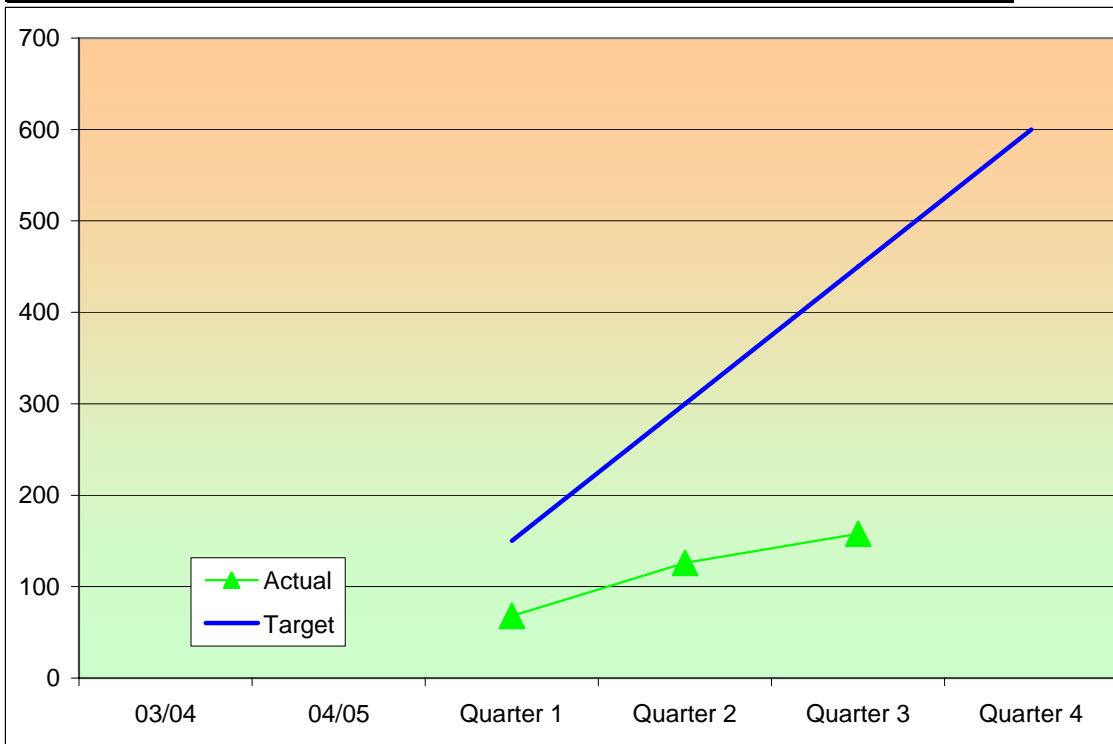






<b>36</b>	<b>LPI Depot - Number of written complaints</b>			
The total number of written complaints received by the Depot		Trend		
<b>Indicator Owner</b>	Mike Bell - Head of Street Scene and Waste Management	Current variation from target	64.89%	

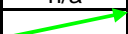

Performance						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	150	68	<b>G</b>	n/a	54.67%	n/a
Quarter 2	300	126	<b>G</b>		58.00%	n/a
Quarter 3	450	158	<b>G</b>		64.89%	n/a
Quarter 4	600					
05/06	600					

**Comments**

**Planned Action**

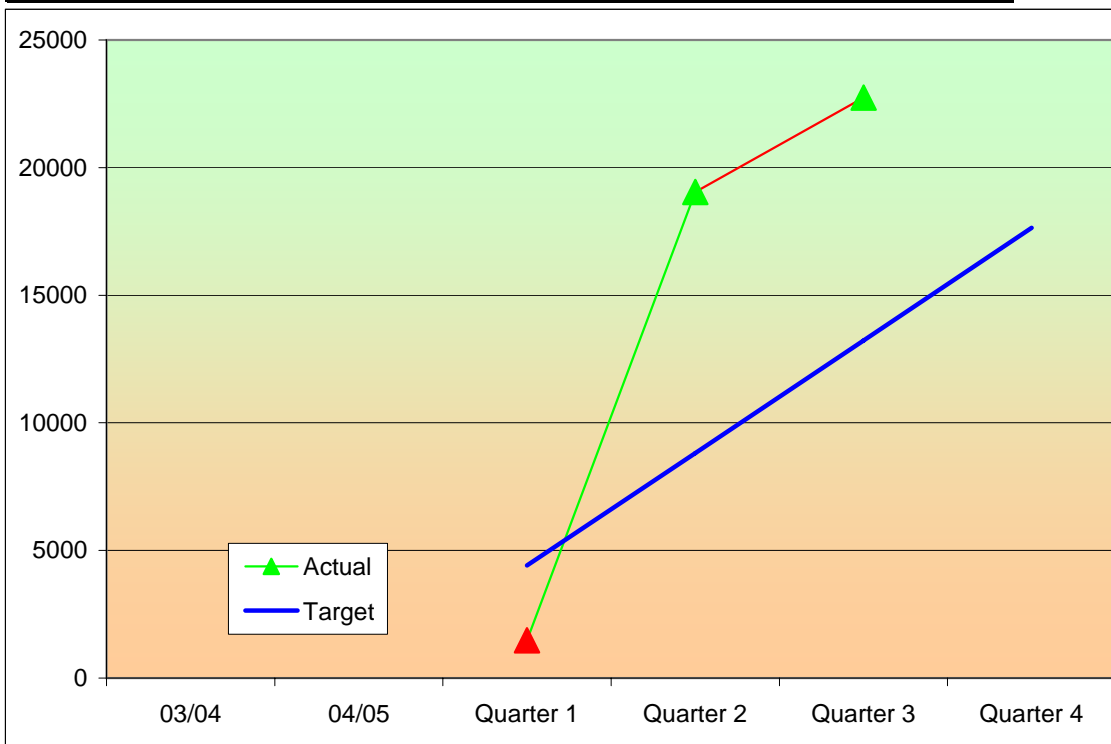


<b>37</b>	<b>LPI Community Services - Number of attendances at arts events</b>			
The number of people attending arts events organised by the Council		Trend		  
<b>Indicator Owner</b>	Robbie Hazlehurst - Head of Culture & Community Services	Current variation from target	71.88%	

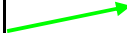



Performance						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	4410	1475	<b>R</b>	n/a	-66.55%	n/a
Quarter 2	8820	19040	<b>G</b>		115.87%	n/a
Quarter 3	13230	22740	<b>G</b>		71.88%	n/a
Quarter 4	17640					
05/06	17640					

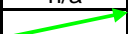

**Comments**

**Planned Action**



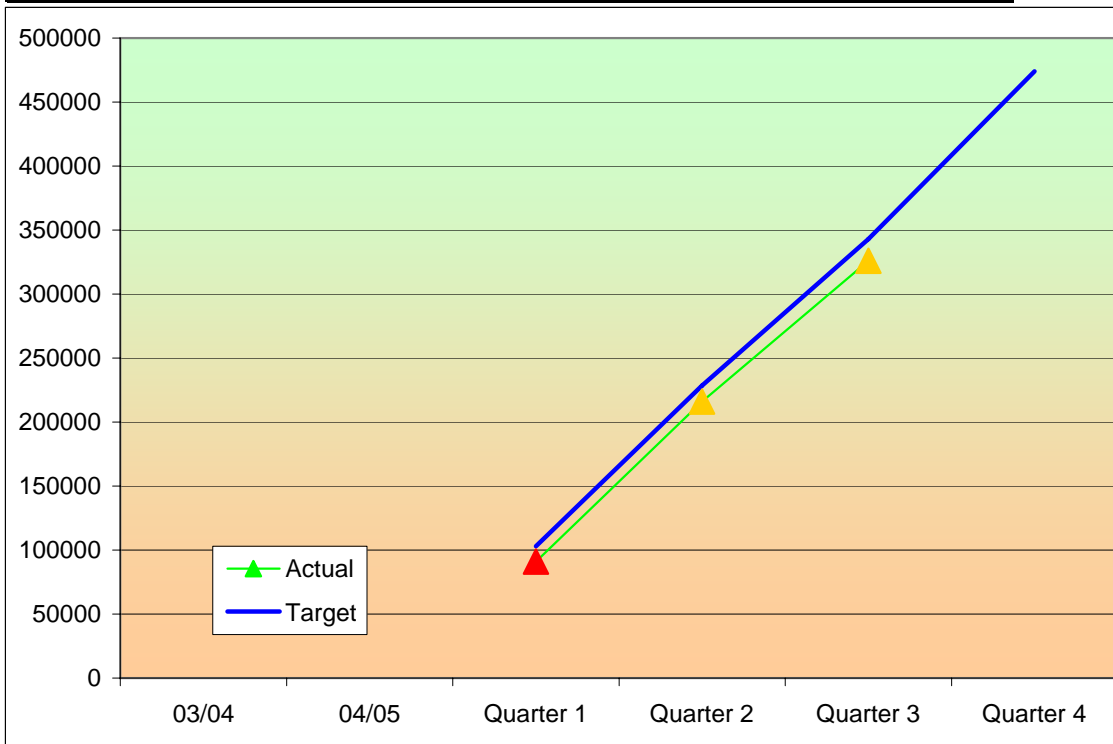


<b>38</b>	<b>LPI Sports Services - Dolphin Centre Usage</b>			
The number of users of the Dolphin Centre		Trend		  
<b>Indicator Owner</b>	Robbie Hazlehurst - Head of Culture & Community Services	Current variation from target	-4.96%	

Performance						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	103105	90993	<b>R</b>	n/a	-11.75%	n/a
Quarter 2	228437	216094	<b>A</b>		-5.40%	n/a
Quarter 3	342982	325959	<b>A</b>		-4.96%	n/a
Quarter 4	474045					
05/06	474045					

**Comments**

**Planned Action**

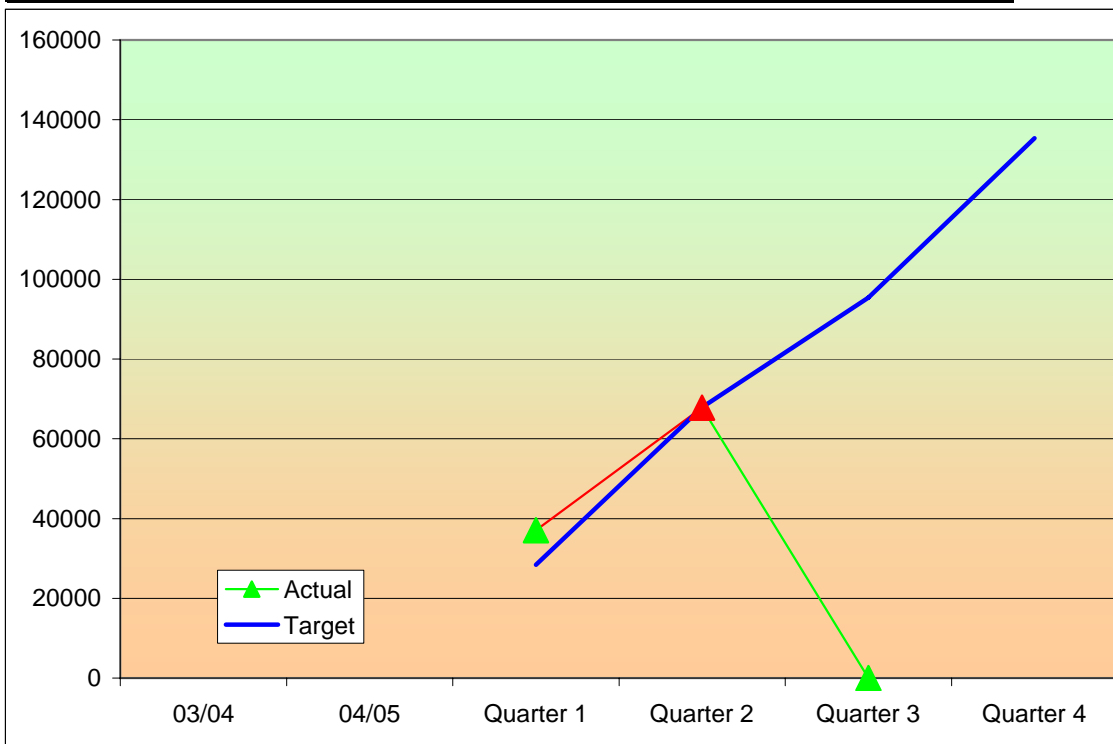






<b>39</b>	<b>LPI Sports Services - Haybridge Sports Centre usage</b>		
The number of users of the Haybridge Sports Centre		Trend	
<b>Indicator Owner</b>		Current variation from target	
Robbie Hazlehurst - Head of Culture & Community Services			

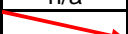
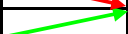
Performance						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	28426	37057	<b>G</b>	n/a	30.36%	n/a
Quarter 2	67916	67802	<b>R</b>		-0.17%	n/a
Quarter 3	95435					n/a
Quarter 4	135369					
05/06	135369					

**Comments**

**Planned Action**

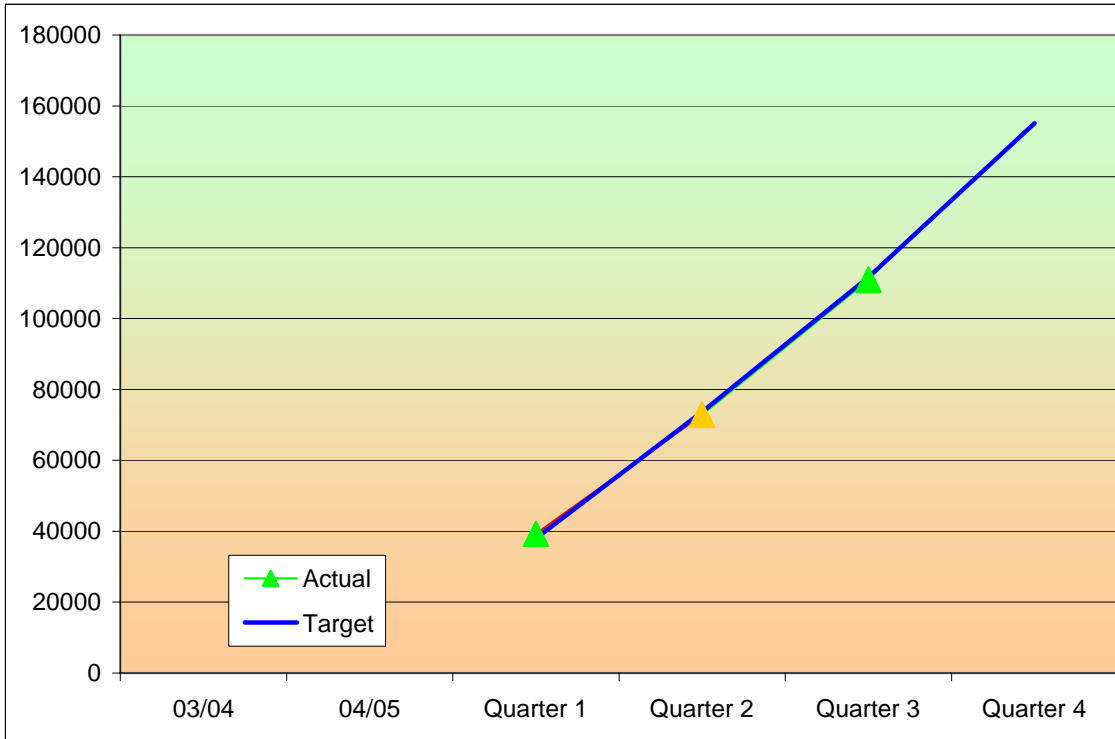


<b>40</b>	<b>LPI Sports Services - Woodrush Sports Centre usage</b>				
The number of users of the Woodrush Sports Centre		Trend			
Indicator Owner		Robbie Hazlehurst - Head of Culture & Community Services	Current variation from target	-0.64%	

Performance						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	38028	39250	<b>G</b>	n/a	3.21%	n/a
Quarter 2	73693	72853	<b>A</b>		-1.14%	n/a
Quarter 3	111686	110973	<b>A</b>		-0.64%	n/a
Quarter 4	155106					
05/06	155106					

**Comments**

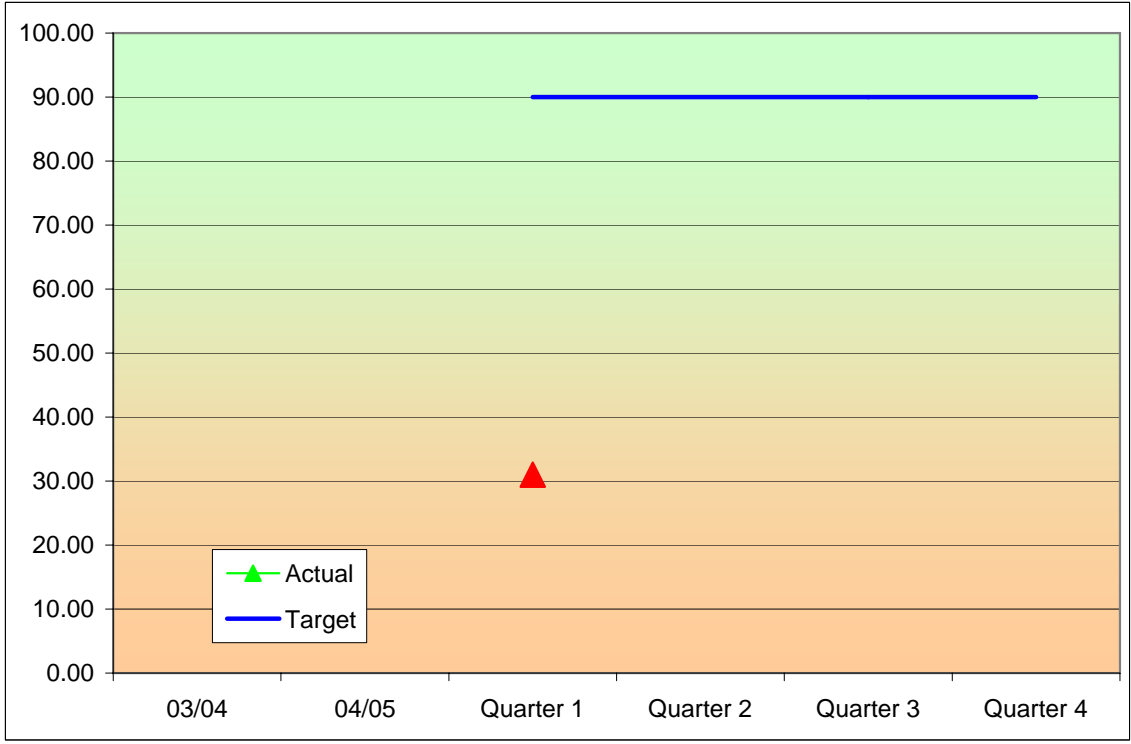
**Planned Action**



<b>41</b>	<b>LPI Community Safety - Respond to emergency calls in 5 seconds</b>		
Percentage of emergency calls responded to within 5 seconds		Trend	
Indicator Owner		Current variation from target	
Robbie Hazlehurst - Head of Culture & Community Services			

Performance						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	90.00	31.00	<b>R</b>	n/a	-65.56%	n/a
Quarter 2	90.00					n/a
Quarter 3	90.00					n/a
Quarter 4	90.00					
05/06	90.00					

**Comments**



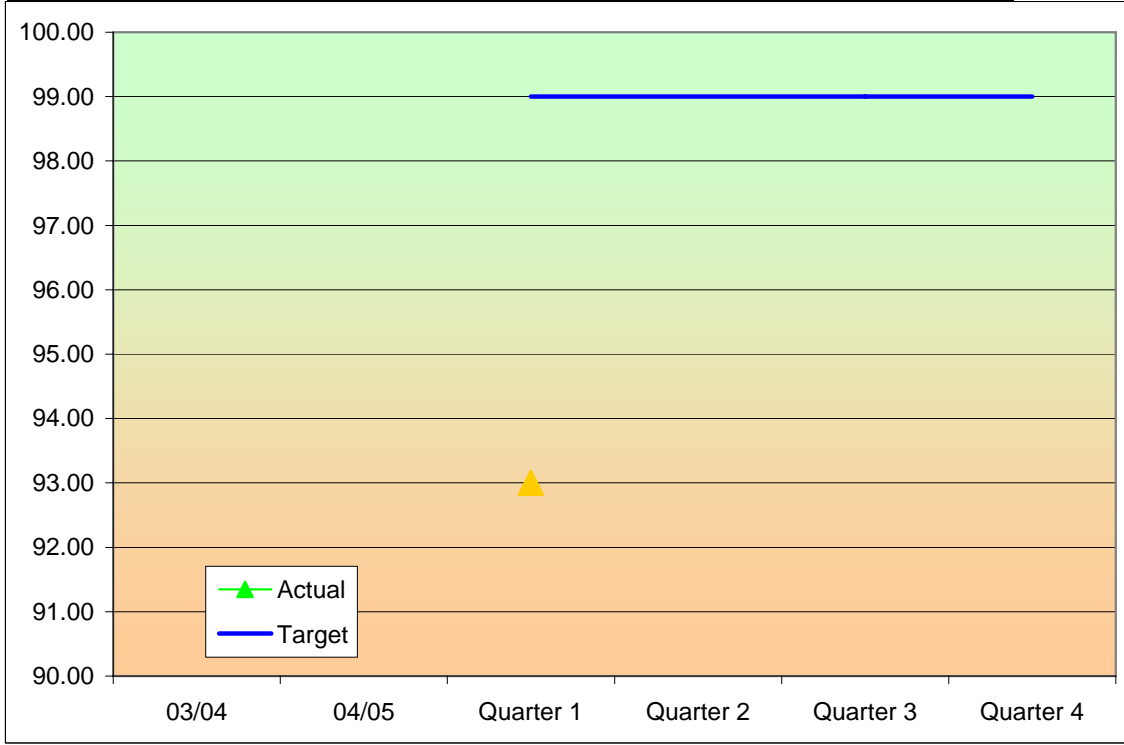
**Planned Action**

<b>42</b>	<b>LPI Community Safety - Respond to emergency calls in 20 seconds</b>		
Percentage of emergency calls responded to within 20 seconds		Trend	
Indicator Owner		Current variation from target	
Robbie Hazlehurst - Head of Culture & Community Services			

Performance						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	99.00	93.00	<b>A</b>	n/a	-6.06%	n/a
Quarter 2	99.00					n/a
Quarter 3	99.00					n/a
Quarter 4	99.00					
05/06	99.00					

**Comments**

**Planned Action**

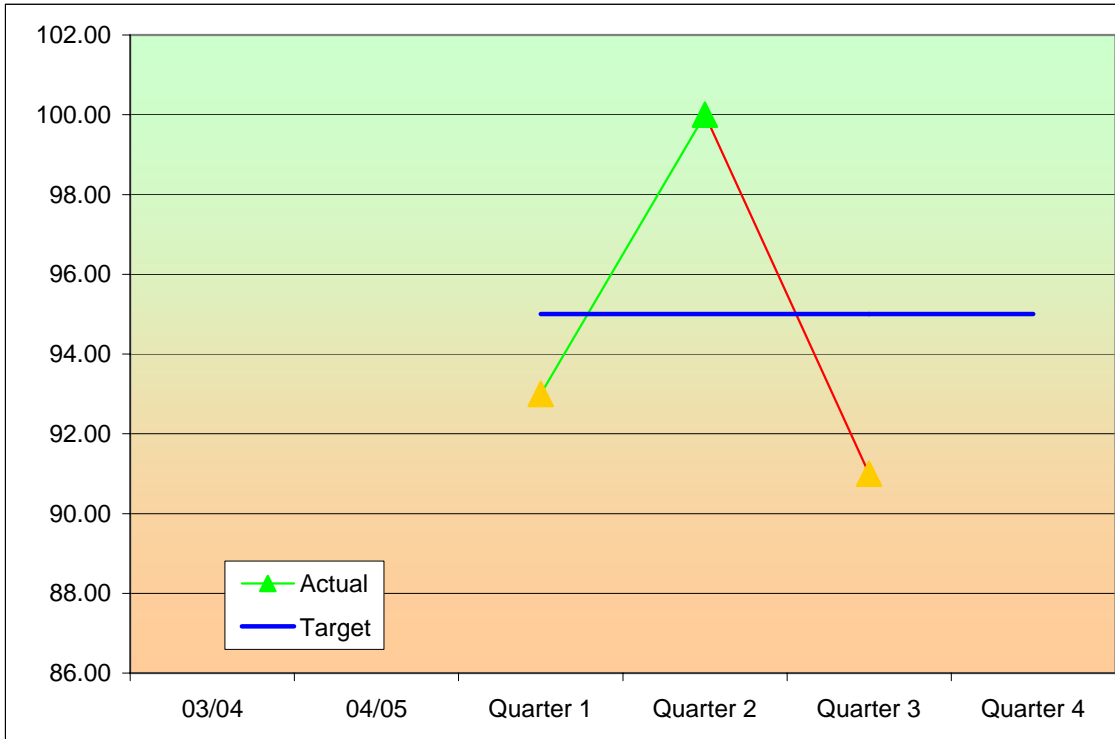


<b>43</b>	<b>LPI Community Safety - Lifeline equipment installed within 5 days</b>				
Percentage of Lifeline equipment installed within 5 working days of the initial interview.		Trend	→	○	
Indicator Owner		Robbie Hazlehurst - Head of Culture & Community Services	Current variation from target	-4.21%	○ <b>A</b> ○

Performance						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	95.00	93.00	<b>A</b>	n/a	-2.11%	n/a
Quarter 2	95.00	100.00	<b>G</b>	↗	5.26%	n/a
Quarter 3	95.00	91.00	<b>A</b>	↘	-4.21%	n/a
Quarter 4	95.00					
05/06	95.00					

**Comments**

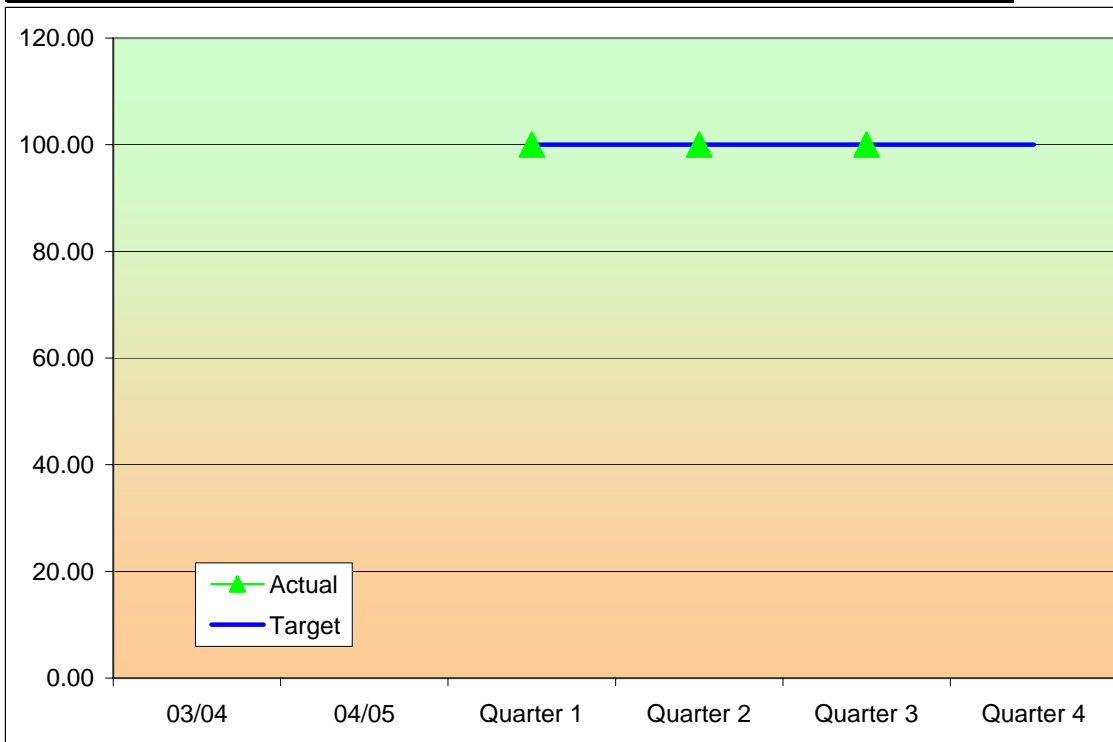
**Planned Action**



<b>44</b>	<b>LPI Community Safety - Urgent Lifeline equipment installed in 24 hours</b>			
Percentage of urgent Lifeline equipment installed within 24 hours.		Trend		
<b>Indicator Owner</b>	Robbie Hazlehurst - Head of Culture & Community Services	Current variation from target	0.00%	

Performance						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	100.00	100.00	<b>G</b>	n/a	0.00%	n/a
Quarter 2	100.00	100.00	<b>G</b>		0.00%	n/a
Quarter 3	100.00	100.00	<b>G</b>		0.00%	n/a
Quarter 4	100.00					
05/06	100.00					

**Comments**



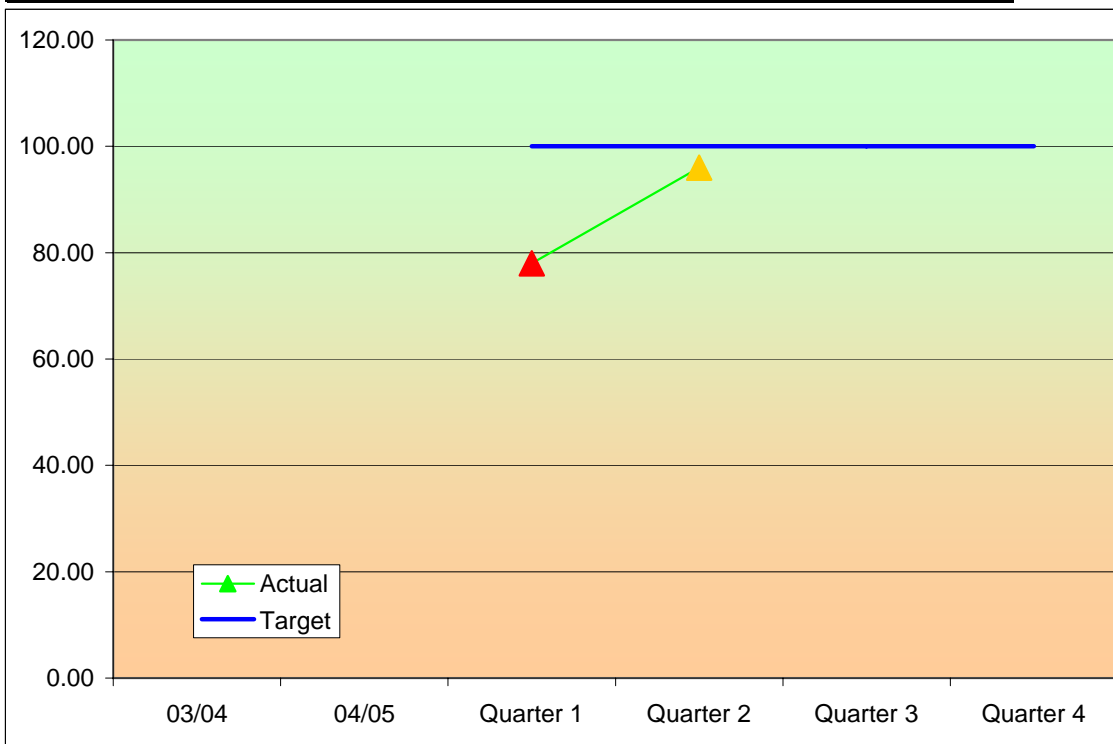
**Planned Action**

<b>45</b>	<b>LPI Transport Services - Percentage of responses to Excess Charge appeals within 3 days</b>		
The percentage of responses to excess charge notice appeals that are sent within 3 days		Trend	
Indicator Owner		Mike Bell - Head of Street Scene and Waste Management	Current variation from target

Performance						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	100.00	78.00	<b>R</b>	n/a	-22.00%	n/a
Quarter 2	100.00	96.00	<b>A</b>		-4.00%	n/a
Quarter 3	100.00					
Quarter 4	100.00					
05/06	100.00					

**Comments**

**Planned Action**  
 Monitor staffing resources. Department is currently short staffed and with the introduction of Shopmobility has struggled to achieve targets.





**BROMSGROVE DISTRICT COUNCIL**  
**PERFORMANCE MANAGEMENT BOARD**

**24TH JANUARY 2006**

**AUDIT COMMISSION PROGRESS ASSESSMENT OF THE COUNCIL**

Responsible Portfolio Holder	Councillor Mrs. M. M. T. Taylor
Responsible Head of Service	Hugh Bennett – Assistant Chief Executive

**1.0 Summary**

1.1 The Performance Management Board's terms of reference includes the requirement to scrutinise all inspection reports and make recommendations to the Cabinet.

**2.0 Recommendations**

2.1 It is recommended that the Performance Management Board:

- (a) notes the Progress Assessment (4.1 - 4.3 and **Appendix 1**);
- (b) notes the progress now being made (4.1 - 4.3);
- (c) considers the presentation given by the Chief Executive at the December Government Monitoring Board, which identified seven key recommendations from the Progress Assessment and proposed actions to respond to these during 2006 (4.4 and **Appendix 2**);
- (d) notes the overview of the Recovery Plan reported to the December Government Monitoring Board (4.6 and **Appendix 3**);
- (e) notes that the local television coverage, on the day the Progress Assessment was released was inaccurate – the Council does not have a star rating (5.1);
- (f) notes the emerging arrangements for corporate inspection during 2006 (6);
- (d) notes the problems with sending the Progress Assessment to all Members and the future arrangements for reporting inspection reports to Members, (7); and

- (e) notes the background information, as requested by Members, including the Council's press release (**Appendix 4**), the Audit Commission's press release (**Appendix 5**) and the Council response to the draft Progress Assessment that was sent to the Audit Commission (**Appendix 6**).

### **3.0 Background**

- 3.1 The Audit Commission introduced Comprehensive Performance Assessment (CPA) in 2002. CPA measures how well councils are delivering services to local people. Through an arithmetic model the Audit Commission arrived at one of five judgements for a council's overall performance: excellent, good, fair, weak and poor.
- 3.2 We were not subject to a CPA, as our entry into voluntary engagement led to the Council accepting a rating of "poor". As a council deemed to be "under performing" we are subject to an annual progress assessment report by the Audit Commission, designed to measure the impact and sustainability of improvement activity.

### **4. Progress Assessment**

- 4.1 The full report is attached at **Appendix 1**. Generally, the report is encouraging; it recognises that the direction of travel is positive and identifies a range of improvements:-
  - a) completion of Phase 1 of the refurbishment of the Dolphin Leisure Centre and achievement of the Quest Award;
  - b) the opening of the new Artrix Centre;
  - c) the opening of the Customer Service Centre, part of the Worcestershire Hub;
  - d) the significant improvements to recycling and composting (46% of household waste was recycled or composted at the end of September 2005, compared to 10.87% in 2003/04); and
  - e) the successful transfer of housing stock to Bromsgrove District Housing Trust.
- 4.2 Unfortunately, the Benefits Service was highlighted as an area for improvement when in fact there has been a significant improvement in performance in recent months e.g. average time taken to process new claims was 24.73% (top quartile) in October 2005, compared to 57 days in July 2005. This was a timing issue and a separate press release was made about the improvements plus communications by Corporate Management Team to staff about the Progress Assessment noted the improvements and explained why they had not been included.

4.3 The Audit Commission has identified seven key areas for improvement. The Council would have preferred the improvements to have been listed in the recommendations section of the report; nevertheless the seven recommendations set out below do represent the Audit Commission. The seven areas for improvement identified by the Audit Commission are:-

- a) review the corporate plan and ensure it contains clear targets and outcomes by which success can be measured;
- b) ensure that resources are robustly prioritised in line with corporate priorities, through the 2006/07 budget and service planning round and over the medium term;
- c) develop effective performance, financial and risk management arrangements. Ensure a robust focus on customer needs and satisfaction;
- d) further develop an effective leadership top team and ensure a sustained focus on delivering the recovery plan;
- e) ensure that modernised governance arrangements, in particular, Full Council and Scrutiny operate effectively. Where appropriate, provide Members with the skills to carry out their new roles and ensure effective communications with all elected Members;
- f) improve cross party working on the Council to increase co-operation and encourage constructive engagement to deliver effective governance and improvement; and
- g) ensure sustainable improvements in under-performing services, in particular, street cleaning and benefits.

4.4 The Corporate Management Team accepts these findings as a fair reflection of the Council's progress and position (with the exception of the benefits issue). The presentation slides attached at **Appendix 2** outline what actions we are taking to respond to these areas for improvement. Most of these are already in the Recovery Plan; however, some will be dependent on the outcome of the budget discussions and service business planning in February e.g. street cleaning, customer first strategy, communications strategy etc.

4.5 The overriding message from the identified areas for improvement is that Member/Member and Member/Officer relations are the key to our recovery process. Three of the seven recommendations are concerned with this issue. The ODPM Lead Official summarised the issues as: responsiveness, respect and engagement.

- a) **Responsiveness:** some Members are concerned that their queries are not being dealt with fast enough. The management team are keen we improve this and also have a wider concern about the need to ensure the Council has a true customer focus. We intend to address this through a Customer First Strategy. The Strategy is currently under development and is in the Forward Plan for March Cabinet.

- b) **Respect:** there are still occasions when Members' behaviour towards officers is not appropriate and vice versa. We already have plans in place for training the Top Team e.g. Cabinet and CMT and joint working between all Members and senior officers through peer mentors; however, we also need to be able to address inappropriate behaviours as and when they arise. Key to this will be a short set of protocols which will build on the constitution. These will help everyone understand what is and what is not acceptable behaviour and help guide committee chairs on what action to take when something inappropriate occurs.
  
- c) **Engagement:** everyone needs to be engaged in the process of recovery (all Members and all staff). We all need to keep the goal of running a Council that our residents deserve, providing strong community leadership and delivering services on the ground that have a positive impact on people's lives, at the forefront of our actions. This does mean working in a more inclusive manner. There is not one simple model of engagement. The Leader recently established the Group Leader's Meeting (and the attendance of this Group at the Government Monitoring Board). Initial feedback from December's Government Monitoring Board is that the Board were encouraged by the "positive atmosphere" between Members at the meeting. Members will need to build on this positive start and it is an area that the Government Monitoring Board will keep under review. Equally senior management need to ensure that they provide visible leadership to staff and engage all staff in the recovery process.

4.6 An important and related issue is the pace of change. The Progress Assessment deals with the period from our corporate governance re-inspection in 2003 to October 2005. From reading the Assessment it is possible to conclude that the pace of change needs to quicken; however, we need to remember that the Assessment is looking at the average pace of change over the two year period and not the current pace of change. The current pace of change is very rapid. The Government Monitoring Board's November meeting noted that there has "been significant progress in the past nine months" which is reflected in 79% of the Recovery Plan (see **Appendix 3**) being green (on target) and 21% amber (less than one month behind target). Members should also note that the majority of HR issues have been made amber to reflect the departure of the Head of Organisational Development and Human Resources. The issue for us all is now about sustaining the current pace of change.

## 5. **Television Coverage**

5.1 Members may have seen the local television coverage on the night that the Progress Assessment was released, in which the Council was given "one star". This was inaccurate. County Councils and Unitary Councils have recently moved from the Excellent, Good, Fair, Weak and Poor rating system to a star system – four stars down to no stars. The CPA framework for district councils is currently under review (the Council recently sent a response to the consultation on the future framework); however, at this moment in time, the system for district councils is unchanged and the Council is rated as one of nine "Poor" Councils.

## **6. Future CPA Framework and Inspection Arrangements for 2006**

- 6.1 As per the previous paragraph, the CPA framework for district councils is currently under review with the confirmation of the new framework expected in March 2006. The Council's Audit Commission Relationship Manager recently gave a briefing to Members on the potential new framework (Members also received a briefing note from the Assistant Chief Executive on the various options being considered). The most likely option is a move to a star system, with re-categorisation through a corporate assessment, triggered by the annual Use of Resources assessment, Direction of Travel assessment, any service assessments and for councils "under-performing" their Progress Assessments.
- 6.2 Based on the above, the Council will receive a Direction of Travel assessment in March 2006, which will involve no fieldwork and will update the Progress Assessment with the second half of 2006/2007. The Council is then due to have another Progress Assessment in October 2006, which is likely to act as a trigger for a full CPA early in 2007. Both of these will be undertaken by the Audit Commission. The decision about when to come out of engagement will be taken by the ODPM and consequently is separate to the work of the Audit Commission; however, it would be reasonable to assume that a good Progress Assessment in October 2006 may lead to a lighter touch voluntary engagement with this ending completely in early 2007 if we achieve the right score in the full CPA.

## **7.0 Future Arrangements for Reporting Inspections to Members**

- 7.1 The Assistant Chief Executive received a number of complaints from Members on the 19 December that the Progress Assessment was not circulated to all Members on the day of its release (the Progress Assessment was provided to the Group Leaders on the day of release). The Assistant Chief Executive responded to this on the 20 December with an e-mail copy of the Progress Assessment to Members and a paper copy to those Members not on e-mail. Unfortunately, due to a technical problem with MS Outlook these e-mails never reached Members. As a result, this report has been circulated (paper copy) to all Members. In future Members will receive any inspection reports on the day of release via e-mail (and a paper copy the following day by post). On this basis, Members should have received via e-mail the Benefits Fraud Inspectorate report on Thursday 12 January and by post on Friday 13 January.
- 7.2 Members have also requested copies of the press releases by the Council and Audit Commission (these are attached at **Appendices 4** and **5** respectively). A copy of the Council's response to the draft Progress Assessment has also been requested and this is attached at **Appendix 6**.

## **8.0 Conclusions**

- 7.1 The Council is making progress and the current pace of change is rapid. In order to move out of recovery by March 2007 the Council needs to retain its focus, maintain (not increase) its current rate of change and work together as a team to ensure solid foundations are in place to deliver excellent services to our residents through a Council that is fit for purpose.

## **9.0 Financial Implications**

- 9.1 Recovery is the first corporate priority. There are financial implications in delivering aspects of the recovery agenda, which will be dealt with at the Special Budget Cabinet on the 15 February 2006.

## **10.0 Legal Implications**

- 10.1 None

## **11.0 Other Sub Headings**

- 11.1 None.

## **12.0 Background Papers**

Briefing Note, Comprehensive Performance Assessment Consultation, 29 November 2006).

CPA for Districts, Bromsgrove District Council Response, 30 November 2005.

CPA, The Harder Test, National Report, Audit Commission, 15 December 2005.

Key Messages from the Eleventh Monitoring Board Meeting, 15 November 2005.

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Progress Assessment Report

December 2005



# Progress Assessment Report

**Bromsgrove District Council**

The Audit Commission is an independent body responsible for ensuring that public money is spent economically, efficiently and effectively, to achieve high quality local services for the public. Our remit covers around 11,000 bodies in England, which between them spend more than £180 billion of public money each year. Our work covers local government, health, housing, community safety and fire and rescue services.

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# Contents

<b>Progress assessments</b>	<b>4</b>
<b>Introduction</b>	<b>5</b>
<b>Summary</b>	<b>6</b>
<b>Recommendations</b>	<b>8</b>
<b>Context</b>	<b>9</b>
The locality	9
The Council	9
<b>What is the Council trying to achieve?</b>	<b>10</b>
<b>How has the Council set about delivering its priorities?</b>	<b>11</b>
<b>What has the Council achieved/not achieved to date?</b>	<b>13</b>
<b>In the light of what the Council has learned to date, what does it plan to do next?</b>	<b>15</b>
<b>Appendix 1 – Summary of the areas identified for recovery in 2003 and 2004</b>	<b>16</b>
Summary of the findings from the Corporate Governance re-inspection of Bromsgrove District Council in July 2003	16
Summary of the areas for improvement at Bromsgrove District Council, identified by the Office of the Deputy Prime Minister in August and December 2004	19
Summary of the areas for improvement, identified in the Council’s Recovery Plan November 2004	19
<b>Appendix 2 – Progress monitoring against the findings of the Comprehensive Performance Assessment</b>	<b>20</b>

## Progress assessments

In 2002, Comprehensive Performance Assessment (CPA) was introduced at single tier and county councils (ST&CCs) and at district councils in 2003/04, as a way of supporting councils to deliver improvements in services to local people. CPA brought together existing information on service performance in councils with a corporate assessment of each council's ability to improve. This was used to reach an overall conclusion about whether a council was 'excellent', 'good', 'fair', 'weak' or 'poor'.

In 2004 the Council engaged with the Office of the Deputy Prime Minister (ODPM), to support its recovery. As part of this engagement, the Council accepted a CPA category of 'poor' and the Audit Commission agreed to postpone the Council's CPA inspection. Arising from this engagement and its categorisation as 'poor', the Council has developed and started to deliver a recovery plan. In line with other councils classified as 'under performing' this Council is subject to an annual progress assessment by the Audit Commission. Through its network of relationship managers, the Commission worked closely with lead officials assigned by the ODPM in developing an appropriate monitoring programme.

Audit Commission progress assessment work has sought to measure the impact and sustainability of improvement activity. The progress assessment work has been tailored to local circumstances to provide appropriate public assurance and to contribute to improvement reporting. It involved an evidence-based judgement on progress against the original corporate assessment criteria, but without producing a score.

The progress assessment is part of the Commission's commitment to helping councils ensure continuous improvement to services for local people. It does this in the context of its strategic regulation principles, which look to minimise the burden of regulation at the same time as maximising its impact. We are committed to working in partnership with other regulators and the ODPM in this aim.

## Introduction

- 1 In 2001 the Audit Commission carried out a corporate governance inspection at Bromsgrove District Council. A re-inspection of corporate governance was carried out in 2003, which concluded that overall progress with improvement had been insufficient.
- 2 In 2004 the Council engaged with the ODPM. As part of this engagement, the Council accepted a CPA category of 'poor' and the Audit Commission agreed to postpone the Council's CPA inspection.
- 3 This report presents an analysis of the Council's progress to date based on the Council's implementation of its improvement and recovery plan and comparison with the baseline position of the corporate governance re-inspection in 2003.

## Summary

- 4 The Council is making some progress. The direction of travel is positive and it is tangibly a different organisation now than it was two years ago. However, much remains to be done and some significant challenges will need to be addressed if the Council is to achieve its ambition of emerging from engagement by 2007.
- 5 The Council has made good progress in defining its ambitions for the future. There is a clear recognition amongst both members and officers of the need for improvement, of where it wants to get to, and what needs to be done to achieve it. The Council is looking outwards and is working productively in partnership with others across the county. However, it is not effectively prioritising its resources. It has revised its corporate priorities and has updated its budget challenge and service business planning process. The next key challenge for the authority will be to undertake a more robust and priority-led budget and service planning round for 2006/07 and beyond.
- 6 Capacity to deliver recovery is improving, but is still fragile and there are areas where significant improvement is required. Clear managerial leadership has not always been evident in driving the pace and scale of the changes needed, although the focus on recovery has recently improved. Capacity is stretched by the demanding recovery agenda and the full complement of permanent management posts is only just now being completed. Solid progress has been made in improving basic financial accounting and internal control arrangements, however the Council has come from a very low base here and much remains to be done. Staff at all levels in the council are making positive contributions to the recovery process. Management of the depot has improved significantly. Good use has been made of interim managers, and the organisation's culture is now much more collaborative and 'can-do', with improved internal communications. Capacity across the authority to undertake effective performance, financial and risk management is still at an early stage.
- 7 The pace of member development has been slow, and some aspects of the Council's modernised decision-making and scrutiny arrangements are not operating effectively. Members are not working effectively together across all party groups to drive and focus on improvement.
- 8 The Council continues to deliver some good services to local people, and it has made significant improvements in some areas. The Council is now doing much better at recycling and composting waste. Most planning applications are being processed quickly, and the new Customer Service Centre has been successfully opened. However, some service areas are not performing strongly. Benefits claims are not being processed as quickly as they should, although performance is improving. Street cleaning remains a challenge. The Council is not making effective use of customer feedback to challenge and improve services.

- 9 The Council has worked hard to put in place a range of plans and investments that should help it to sustain improvement. The Council is investing in its benefits service, various strategies have been developed or drafted to help shape future decision-making, and a bid for capacity-building funding has been submitted to the government. Plans are in place to support more effective working and leadership by the Council's 'top team' of senior managers and members. However, there are no clear plans to address member development more broadly and to drive better cross-party working.

## Recommendations

- 10 It is recommended that the Council:
- actively and promptly shares the findings of this progress assessment with staff;
  - takes it to an appropriate public committee meeting; and
  - uses the key findings as the basis for revising the recovery plan in conjunction with any direction from the Monitoring Board.

## Context

### The locality

- 11 Bromsgrove District Council is situated in the county of Worcestershire to the south west of the West Midlands conurbation, approximately 14 miles south of Birmingham.
- 12 The population of the area is 90,700, and since 2001 has increased at a faster rate than the region as a whole. Around 20 per cent of residents are of pensionable age, which is more than the national or regional average. A relatively small percentage of the population are from ethnic minority communities (4.3 per cent, compared to 13 per cent for England).
- 13 Much of the district's 217 square kilometres are rural and protected by Green Belt, but the district also has industrialised areas, with developments at Aston Fields, Buntsford Hill, Stoke Prior and Rubery, and an increasing range of small and medium sized businesses. The two main employment sectors are administration and distribution. Unemployment is low at 1.6 per cent, compared to 2.0 per cent for England and 1.9 per cent regionally. The percentage of the working age population qualified to NVQ4 or above is significantly higher than the regional and national averages. Part of the former MG Rover manufacturing site lies within the district.
- 14 There are low levels of deprivation within the district, which ranks 293 out of 354 councils on the national index of multiple deprivation 2004 (where 1 is the most deprived). Average incomes and house prices are both above regional and national averages. However, infant mortality is higher in the district than in the region as a whole.

### The Council

- 15 The Council comprises 39 councillors. The Conservative party has overall control with 22 seats. There are also six Labour councillors, six Independent councillors, four councillors from the Wythall Residents' and Ratepayers' Association, and one Liberal Democrat councillor. The Council has a modernised political structure, with a single party executive comprising a leader and cabinet, and currently has three scrutiny committees whose remit covers Policy and Strategy, Housing and Planning Policy, and Health and Leisure. The council also has committees covering planning, standards, licensing, electoral matters, appeals, appointments and tenders. The Council employs 454 staff and its net revenue budget for 2005/06 is £9.8 million.

## What is the Council trying to achieve?

- 16 The Council has made good progress in defining its ambitions for the future, however it has not yet clearly and robustly prioritised its resources.
- 17 There is a clear recognition amongst both members and officers of the need for improvement, and what needs to be done to achieve it. The Council engaged with the ODPM in 2004, and accepted a 'poor' CPA category. Extensive consultation with both internal and external stakeholders led to the adoption of a comprehensive recovery plan in November 2004. In early 2005 the Council published a three-year corporate plan which sets out six broad objectives. These complement the objectives in the district's Community Plan 2003 - 2013. Three of the Council's objectives are referred to as key priorities, namely:
  - healthy and safe communities;
  - clean streets and public places; and
  - efficient and effective conduct of council business.
- 18 The Council is actively and productively engaged with external partnerships, at both operational and strategic levels. Partners are positive about this engagement and recognise the leadership which the Council's new Chief Executive is providing here. Examples of partnership working include the opening of the customer service centre, which is part of the county-wide Worcestershire Hub, and the development of a shared Care and Repair Agency with Redditch and Wyre Forest District Councils. The Council actively supports the Local Strategic Partnership (LSP), and the Portfolio Holder for Recovery, Corporate Plan and Strategic Partnerships sits on the LSP board. However, some of the LSP theme groups, and mechanisms for ensuring robust partnership performance management arrangements, are still at an early stage.
- 19 The Council is not effectively prioritising its resources. The corporate plan is not explicitly resourced, and lacks clear targets and outcomes by which success can be measured. The Council did undertake a detailed medium-term financial planning exercise for 2005-08, but this was hampered by weaknesses in financial information and budget management. The Council has recently approved a set of priorities and non-priorities for the year ahead, and there is a clear timetable for incorporating these into the budget and planning round for 2006/07 and beyond. The Council recognises that it will need to revise its corporate plan accordingly. These 'refreshed' priorities are:
  - to achieve recovery by March 2007;
  - to fulfil statutory duties and address certain key areas such as street scene and waste management; and
  - putting Bromsgrove first, eg the county-wide Local Area Agreement.



## How has the Council set about delivering its priorities?

- 20 The Council is making some progress in improving its capacity to deliver outcomes for local people, but this is still fragile. Some key improvements are still required.
- 21 Clear managerial leadership has not always been evident in driving the pace and scale of the changes needed. The Council's recovery plan was not clearly prioritised. One of the new corporate directors left the organisation in early 2005, after being in post for less than 12 months, and this inevitably distracted management attention. Permanent appointments to this post and to the Assistant Chief Executive post have only very recently been made. However, the Council did meet a number of major inherited commitments in 2004/05, for example the successful opening of the customer service centre. More recently, the format of the recovery plan has significantly improved, with a much clearer focus on what needs to be achieved using a rolling four month period.
- 22 Some aspects of the Council's governance are not operating effectively, namely:
- there is limited strategic debate taking place at full Council, with time taken up dealing with too many notices of motion;
  - there are some poor member behaviours which are sometimes distracting the Council from improvement;
  - there is still some lack of clarity about appropriate member/officer roles and responsibilities, although we note that delegations to officers have increased;
  - notwithstanding that it has undertaken some good reviews of policy, Scrutiny is not yet operating as effectively as it could, particularly in terms of holding the executive to account;
  - the pace of member development has been slow, particularly in developing modern-member skills. Elected members from other councils have recently undertaken some peer-mentoring of members at Bromsgrove District Council; and
  - communications with all elected members do not always work effectively. Some members report that it can be difficult to get a response to enquiries.
- 23 There is a lack of consensus for improvement across all the party groups. Most of the groups signed up to the Council's self-assessment for this progress report, however one of the groups submitted an alternative assessment. Members are not working effectively together across all party groups to drive and focus on improvement. For example, there is limited sharing of positions of responsibility on committees outside of the controlling group.
- 24 Capacity across the Council is still very stretched, particularly with the demanding recovery agenda, and staff feel this acutely.

## 12 Progress Assessment Report | How has the Council set about delivering its priorities?

- 25 Performance management is not effective. Across the organisation, skills to undertake effective financial, performance and risk management are at an early stage of development. However, a broad performance management framework has been agreed and approaches to service planning are improving, supported by workshops and guidance for managers. Performance indicators (PIs) are being reported to members and some good scrutiny of PIs is evident, however, the format of these reports could be improved. Staff training has improved and there are plans to further strengthen these arrangements by using appraisals to systematically inform development needs.
- 26 Management culture and capacity have improved. A new senior management team was appointed in 2004. Internal communications have improved, eg the regular Chief Executive bulletins, and this is recognised by staff. Cross-departmental working is now the norm and staff feel more confident about working collaboratively. The Council has made good use of interim managers, who have added considerable value. A new service structure has recently been implemented and most of the new, permanent heads of service have been appointed. This restructure was delivered quickly, given the lack of clarity in 2004/05 about the Council's financial position inherited by the new senior management team. The Council is actively learning from Beacon councils.
- 27 The Council has made solid progress in improving its financial accounting and internal control arrangements, from a very low base. There is still a considerable way to go, but the direction of travel is positive and the Council clearly understands what it needs to do next. The accounts for the last three years have been successfully closed, with the statutory deadline met for reporting the 2004/05 accounts to members. The new financial information system has been installed and managers have been getting monthly revenue reports since April 2005. Members have recently received their first quarterly revenue report. A forward audit plan is now in place and internal audit are working actively to support improvement.
- 28 The management of the Council's depot has improved significantly this year, following the appointment of the interim manager, supported by better quality financial and performance information and improved service planning. In the past this service, which accounts for almost half of Council expenditure, has suffered from significant weaknesses in its management. Better use is now being made of existing depot resources, eg increasing the frequency of grass cutting.

## What has the Council achieved/not achieved to date?

- 29 The council continues to deliver some good services, and it has made significant improvements in some areas. However, this is not consistent across the Council, and some key services are still weak.
- 30 A majority of Council services are showing improvement, although many are still performing below average when compared with other councils. Data for 2004/05 indicates that 53 per cent of the Council's key Best Value Performance Indicators (BVPIs) had improved since 2002/03, although 58 per cent of key BVPIs were in the third or bottom quartiles.
- 31 2004/05 BVPI data indicates that some areas of service have performed particularly well, in particular:
- the proportion of household waste recycled and composted has increased significantly and the Council has already exceeded its statutory target for 2005/06;
  - the percentage of council tax collected has continued to improve and the Council is in the best quartile; and
  - most planning applications are being processed quickly, although performance in respect of major planning applications has declined.
- 32 The Council has achieved significant service improvements or investments in some other areas. Phase one of the refurbishment at the Dolphin Leisure Centre has been completed, and the Council is seeing increased usage at the centre, which has also achieved the Quest Award. The Council's web-site is well presented and is in the top quartile for accessibility. The Customer Service Centre, part of the Worcestershire Hub, and the new Artrix Centre have been opened. Following a tenants' ballot, the Council has successfully transferred its housing stock to the Bromsgrove District Housing Trust – in the prevailing circumstances the successful transfer represented a major achievement. The Council is working well with Advantage West Midlands on redevelopment of the Garringtons site. The Council offered support and advice to people who lost their jobs when MG Rover closed.
- 33 However, there are areas where progress in service improvement has been slower, in particular:
- street cleaning remains a challenge. This was one of the factors which contributed to the Council receiving only a 'fair' judgement on its waste management inspection in December 2004. Following recent changes to working patterns there are early indications that performance has started to improve here;
  - the speed of processing benefits claims, although improving, is below national standards, and in 2004/05 the Council was in the worst quartile for recovering overpaid benefit; and

**14** Progress Assessment Report | What has the Council achieved/not achieved to date?

- performance against the government target for e-enabled services is weak. This was one of the factors which contributed to a 'fair' judgement on the Council's e-government inspection in March 2005.
- 34** The Council's understanding of service-user satisfaction is not well developed. It does not consistently and routinely report and analyse customer feedback. In addition, service standards are not clearly articulated. Approaches to considering and ensuring value for money are at an early stage.

## In the light of what the Council has learned to date, what does it plan to do next?

- 35 The Council is investing for future improvements, however some significant challenges remain.
- 36 The council has responded well to external scrutiny. It is engaged positively with the government's Monitoring Board, and it has responded effectively to the recent inspection by the Benefits Fraud Inspectorate, with a range of investments for improvement. The Council's self-assessment for this progress report provides a clear analysis of the challenges that need to be tackled next.
- 37 External auditors are confident that financial accounting and internal control arrangements are continuing to improve. The Council recognises that much more needs to be done here and the recovery plan sets out the steps to be undertaken, for example basic financial management training for managers and members is planned before the start of the 2006/07 budget round.
- 38 There is now greater clarity about corporate priorities. Although this is very recent, it is viewed positively by both members and officers. The key challenge for the Council will be to translate these into a more robust and priority-led budget and service planning round for 2006/07 and beyond.
- 39 Various investments and plans have been put in place, or are being developed, to assist with sustaining improvement. A procurement strategy is in place and initial work is underway to identify efficiencies. A strategy for streetscene and waste management is out for consultation. There is now a more consistent corporate approach to staff appraisals, appraisals are already underway at senior management level, and HR and communications strategies have been drafted. There is an active equalities group which has contributed to the development of the draft housing strategy and is engaged in consulting with community groups. A Performance Management Board is being established, aimed at providing more focused oversight of performance at member level. A capacity-building bid has recently been submitted to the government.
- 40 The management structure at head of service level is very new, and details of posts below this level have yet to be settled. There is no explicit exit strategy for reducing reliance on interim managers and embedding the new, permanent service structure, however the Council recognises the importance of ensuring effective handovers and this is already happening in practice.
- 41 There are plans to undertake 'top team' development for senior managers and members, however there are no clear plans to effectively address member development more broadly and to improve cross-party working. There is a member development strategy, and a member training programme for October 2005 – March 2006 is in place, based on an analysis of training needs. However, these do not adequately address the development of strategic and 'modern-member' skills. These remain significant issues for the authority.

# Appendix 1 – Summary of the areas identified for recovery in 2003 and 2004

## Summary of the findings from the Corporate Governance re-inspection of Bromsgrove District Council in July 2003

### How well is the council doing?

#### Community focus

- The Council still does not have a clear focus on what is important to local people. It has started to work with local partners to develop a community plan, but there is a lack of ownership of the plan in the wider Council. The latest corporate plan expired in December 2002 and there is currently a lack of clearly defined council priorities.
- The corporate planning framework is not aligned to the financial planning process, which means that budget decisions may not be focused on priority areas.

#### Structures and processes

- The new political structure (strategic cabinet and leader with scrutiny committees) is working more effectively now and councillors are more aware of their roles and responsibilities within it. Regular reporting to councillors on performance is now happening and the Council has a better understanding of its relative service performance compared to other councils.
- There is too much central control of management decisions and as a result many managers feel unable to make good local decisions. This is inhibiting the Council's ability to innovate and improve its services.
- At officer level there is still a lack of an effective forum to develop strategy and forward planning. Some minor changes have been made to the Officers Management Team, but it continues to operate at a fairly routine level. The Council continues to lack the senior management capacity it needs to take forward its strategic priorities.
- Performance monitoring has been strengthened, with challenging targets based on top performing councils now being set for many council services. This has led to a more rigorous approach to examining service delivery options and some service improvements. In parts of the Council, this has been managed effectively and staff have experienced this more challenging approach positively. In other parts of the Council the approach has been less well managed and has had a negative impact on morale. It is also unclear whether performance monitoring is leading to improvements in priority service areas.

It is now important that the wider Council learns from the positive experiences, and uses this to develop performance management across the Council.

### **Risk management and financial control**

- There continues to be serious problems in the financial management of the Council both in the day-to-day routine procedures and the more strategic financial planning. The cabinet has now recognised the need to take corporate responsibility for these serious weaknesses in financial management and has taken action to strengthen its finance team by recruiting an interim financial manager to stabilise what had become an unacceptably poor service.
- We found serious problems with the Council's project to deliver a new financial information system. Activities which should have been undertaken at the start of the project are only now being addressed and there have been problems within the project implementation team. This is a high risk project critical to the Council's corporate governance and the potential consequences of failure are serious. However, since our inspection the Council has brought in an experienced external organisation to manage the project and has reported that the project is now progressing satisfactorily.
- Although the Council has agreed an overall risk management strategy, this has not yet had an impact on how the Council manages itself. For example, the plan for ensuring the Council meets its statutory obligations if tenants reject a proposed housing transfer, fails to either analyse adequately the risks or to outline clear proposals for managing them.

### **Service delivery**

- The Council's service performance as reflected in the latest published and audited performance indicators (2001/02) are uneven with some good performance but too many key services have performance comparable to the worst performing councils. However, latest audited, but as yet unpublished performance indicator figures for 2002/03 suggest more services are improving than getting worse, but a number of important services continue to perform relatively poorly.
- The Council continues to work well with local partners at an operational level in delivering services to the public.
- Councillors and officers are more focused now on improving services and aspiring to reach the performance achieved by top performing councils but are failing to meet the majority of their own targets.

### **Standards of conduct and behaviour**

- The working relationship between leading members and the corporate director is ineffective and impairing the Council's ability to improve services. This stems from poor communication, a lack of clarity over respective roles and a lack of trust and confidence.

- There remains a lack of trust in the relationship between some senior officers and the leader of the opposition, although the relationship between the leaders of the two main political groups has improved. There is an over-reliance on formal processes to resolve relatively minor disputes rather than improving some difficult relationships.

**What is the Council's capacity to do better?**

- There are a number of factors contributing to the improvement in the Council's corporate governance:
  - senior members are more open to recognising both the Council's weaknesses and the benefits of external support in addressing them;
  - senior members are more aware of the need to strengthen the strategic management capacity of the Council and additional finance has been included in the 2003/04 revenue budget to fund this;
  - the Council has started to take action to stabilise its financial management. However, significant challenges remain before major improvements will be evident at either a strategic or day-to-day level; and
  - the Council has plans to undertake some significant new service developments which will benefit local citizens.
- However:
  - despite investment in new services, the Council's corporate priorities remain unclear;
  - the most senior officers showed limited awareness of the general lack of progress against the recommendations that we made in March 2002. The Council has made insufficient progress in the majority of the recommendations. In particular, the need to align financial planning with the Council's corporate objectives or the introduction of a strategic decision making forum have not been addressed;
  - the ineffective relationship between the most senior officers and the leadership remain a significant barrier to improvement. Councillors now recognise the need to strengthen strategic management capacity;
  - the Council is not sufficiently engaged with key strategic partners at a county and regional level and this will inhibit the progress it can make in achieving higher level aims; and
  - the senior management culture present in much of the Council will continue to limit progress in improving services if it does not change.



## **Summary of the areas for improvement at Bromsgrove District Council, identified by the Office of the Deputy Prime Minister in August and December 2004**

- Address the urgent financial planning, management and reporting, and budgetary control issues.
- Provide clear strategic leadership, particularly in terms of:
  - effective operation of Full Council and its various committees, with wide member engagement;
  - dramatically improve working relationships between members, and between members and officers, and to clarify roles;
  - partnership working, notably with regard to the development of the LSP and delivery of the Community Plan; and
  - production and implementation of an up to date Corporate Plan with a clear alignment between corporate priorities and the financial planning process.
- Produce and implement a comprehensive organisational development strategy.
- Develop the essential building blocks of effective performance management, risk management and procurement processes.
- Produce and implement comprehensive strategies for communication and consultation.

## **Summary of the areas for improvement, identified in the Council's Recovery Plan November 2004**

- Modernisation and culture change
- Strategic leadership and political priorities
- Performance and service improvement
- Financial management
- Political leadership
- Corporate leadership
- Corporate management
- Organisational development

## Appendix 2 – Progress monitoring against the findings of the Comprehensive Performance Assessment

- 1 The Audit Commission undertakes comprehensive performance assessment under the Local Government Act 1999.
- 2 Under section 3 of the Local Government Act 1999 ('the Act'), best value authorities have a duty to make arrangements to secure continuous improvement in the exercise of their functions, having regard to the principles of economy, efficiency and effectiveness. By virtue of sections 10 and 13 of the Act the Audit Commission may carry out inspection activity to ensure that a best value authority is complying with this duty, and may issue a report as to its findings. This progress monitoring activity and reporting to assess improvement falls within sections 3, 10 and 13.
- 3 The main elements of this progress monitoring report were collation and analysis of evidence from:
  - self-assessments of progress made, completed by the Council;
  - appointed auditor evidence from performance and financial audit activity;
  - audited performance indicators, inspection reports and plan assessments;
  - reviews of key corporate documents including performance reports, committee papers and management reports; and
  - observations, interviews and focus groups with managers, staff, members and partner organisations.
- 4 This progress monitoring report for Bromsgrove District Council was collated by the Audit Commission and reflects evidence gathered over the period from July 2003 to October 2005.
- 5 This report has been discussed with the Council, which has been given the opportunity to examine the Audit Commission's assessment. This report will be used as the basis for reporting progress to the Monitoring Board and updating and improving any Improvement/Recovery Plan as appropriate.

## Appendix 2



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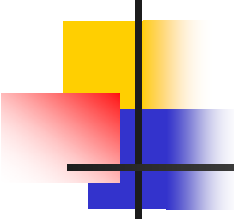
# **BROMSGROVE DISTRICT COUNCIL MONITORING BOARD 20<sup>TH</sup> DECEMBER 2005**



**Review the Corporate Plan and ensure it contains clear targets and outcomes by which success can be measured.**

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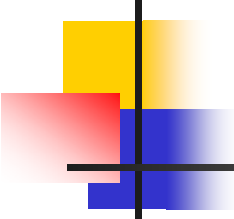
- Initial update through the development of Top 45 for Services Directorate and similar for Resources Directorate.
- Initial focus on bottom and third quartile indicators (and CPA).
- A more detailed review for 2007/10 to be carried out in first half of 2006/07, subject to agreement by Cabinet.



**Ensure that resources are robustly prioritised in line with corporate priorities, through the 2006/07 budget and service planning round and over the medium term**

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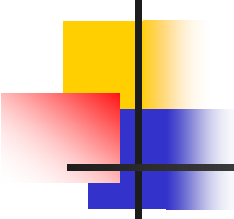
- Three corporate priorities for 2006/07 agreed by Cabinet and Full Council.
- Corporate priorities being fed into budget discussions through pressures template and options for change template.
- SMT to short list pressures for Members and recommend savings for decision at special February Cabinet.
- Service business plans detailing 'key deliverables' linked to proposed budget to Cabinet in February and to PMB.



**Develop effective performance, financial and risk management arrangements. Ensure a robust focus on customer needs and satisfaction.**

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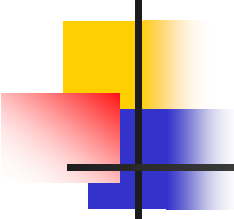
- Performance Management Board established and Assistant CE in post to lead performance management process. 2006/07 business plans and a “Top 45” set of indicators to be submitted to Cabinet in February.
- Risk Management Strategy drafted and to be submitted to Cabinet for approval in January.
- Corporate Plan to be updated with SMART measures (Top 45).



**Develop effective performance, financial and risk management arrangements. Ensure a robust focus on customer needs and satisfaction (continued)**

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- Assistant Chief Executive has responsibility for Communications Strategy and Customer First Strategy.
- 2006/07 business planning template updated to include a consultation and community engagement plan for each service.
- Customer First Strategy to be developed and submitted to March Cabinet. Potential customer training for all staff and a BDC Customer Service Charter with customer standards to be developed.
- Evaluation to include mystery shoppers (budget pressure subject to Cabinet agreement).

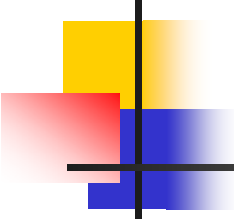


## Further develop an effective leadership top team and ensure a sustained focus on delivering the Recovery Plan.

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- Top Team and Member/Officer development covered on next slide.
- Timetable for Recovery Plan established, including SMT and Group Leaders' meeting prior to GMB.
- Format updated and briefing note now includes tracking of changes.
- Recovery Plan reviewed by SMT each month and reprogrammed as appropriate (with proposed changes identified in briefing note for agreement by Members).
- There is a sustained focus on the Recovery Plan.

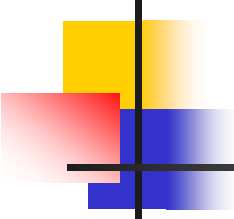




Ensure that modernised governance arrangements, in particular, Full Council and Scrutiny operate effectively. Where appropriate, provide Members with the skills to carry out their new roles and ensure effective communications with all elected Members.

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- I&DeA appointed to deliver a Top Team development programme to Executive Cabinet Members and CMT.
- I&DeA peer mentors to deliver 3 sessions on behaviours for Members and officers.
- Standards Committee to receive joint report on new Scrutiny Board, Performance Management Board and Audit Board in January.
- Constitutional change to enable heads of service to be appointed by officers only.



Ensure that modernised governance arrangements, in particular, Full Council and Scrutiny operate effectively. Where appropriate, provide Members with the skills to carry out their new roles and ensure effective communications with all elected Members.

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- Agreed timeline for making a decision at Cabinet (and the required steps before this) to be agreed by end of January.
- As part of this work, SMT to also agree schedule of meetings (regularity of, purpose, attendees etc).
- SMT and Members to share helpful working practices with each other.
- Set of protocols to be developed, using draft Performance Management Board set as a starting point.



**Improve cross-party working on the Council to increase co-operation and encourage constructive engagement to deliver effective governance and improvement.**

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- Monitoring Board attended by opposition leaders.
- A regular Group Leaders meeting is now established and the Leader is committed to developing better cross-party relations.
- Performance Management Board is attended by opposition leaders and Chairman and Vice-Chairman from different parties.



**Ensure sustainable improvements in under-performing services, in particular, street cleaning and benefits.**

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- Benefits Service now produces monthly performance report with targets for each of its main indicators. The service is on target to deliver its improvement plan, including the 17 key recommendations from the BFI review, which have been incorporated into the improvement plan.
- Significant improvements to Benefits performance already happening.
- Street cleaning identified as one of four budget pressures in the Street Scene & Waste Management Service. Implementation of improved processes dependent on agreement of required budget.

Recovery Plan - Overview Document

	July	August	September	October	November	December	January	February	March	April	May	June	July	Outcomes	Risks	Comments
G = Green, A = Amber, R = Red, Gr = Grey																
<b>1 Financial Planning</b>																
1.1	Develop sound, comprehensive 3 year strategic financial plan by April 05															Complete
1.2	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	A better understanding of the financial position of the Council by officers & members. To help make decisions based on robust financial information. To have a break even outturn for 2005/06 or to have identified key areas to reallocate resources to improve Council Services	- Lack of staff resources - New Heads of Service / officers - Lack of understanding of finance - Lack of understanding of systems	Monitoring reports being produced. Bank reconciliation process working. Timeline to be reviewed.
1.3	A	A	A	G	G	Gr	Gr							That the members and officers at Bromsgrove District Council have a sound understanding of the financial implications of their decisions and	- Lack of staff resources - New Heads of Service / officers - Lack of commitment / availability of officers	Delays due to lack of resources and closedown of accounts. Scheduled to be delivered in
1.4	A	A	A	A	A	Gr	Gr							To have a structured framework of financial management at BDC that complies with external assessors and follows the guidelines of best practice	- Lack of staff resources - New Heads of Service / officers - Lack of skills - Lack of understanding of requirements	Delayed due to priority being given to closedown of accounts, budget monitoring improvements and delivery of financial training. To undertake initial assessment of BDC as part of the review of the medium term financial plan.
1.5	A	A	A	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Robust system of internal control	- Lack of staff resources - Staff changes - Lack of understanding / ownership - Lack of understanding of systems	A draft Statement of Internal control has been written for closedown of accounts 2005/06. To be discussed at OMT.
1.6	A	A	A	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Improved system of internal control	- Lack of staff resources - Lack of skills - Lack of understanding of role of internal audit by officers / members - Lack of ownership by services	Audit Manual, Audit Standards and local performance indicators in draft. Awaiting Audit Committee approval.
1.7	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	High quality Revenues and Benefits service	- Lack of staff resources - Lack of skills - Lack of understanding of role / importance of revenues and benefits by officers / members - Lack of ownership by services	Performance improving. Noted in Progress Assessment.
<b>2 Strategic Leadership</b>																
2.1			G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	To develop clear priorities to drive the MTFP.	- Lack of ownership by members / officers - Lack of resources - Lack of cross party agreement - Lack of focus	"Top 45" indicators will provide this update. Fuller review for 2007/08.
2.2	G	G	G	G										Achieved.	Not applicable.	Achieved.
2.3	G	G	G	G	G	Gr	Gr	Gr	Gr					To take a lead role in focussing on the needs of Bromsgrove and stimulating partnerships to bring maximum resource to bear.	- Lack of member / officer time - Lack of resources - Lack of co-operation and commitment from partner organisations and Members of LSP	LAA response completed. Agreed approach to
2.4	G	G	G	G	G	Gr	Gr	Gr	Gr					To develop members to be effective in the community as recognised leaders.	- Lack of commitment by members - Time demands on Members - Lack of resources / skills within organisation to deliver training programme	
2.5	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Members better equipped to provide effective strategic leadership.	- Lack of ownership by members / officers - Lack of cross party agreement - Lack of focus	

## Recovery Plan - Overview Document

G = Green, A = Amber, R = Red, Gr = Grey														July	August	September	October	November	December	January	February	March	April	May	June	July	Outcomes	Risks	Comments
2.6	Develop and agree process for cross-party working	A	A	A	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Effective joint working leading to improved delivery.	- Lack of ownership by members / officers - Lack of cross party agreement - Lack of focus	Performance Management Board established. Audit Committee and Audit Plan agreed by Cabinet.			
2.7	Review scrutiny process	G	G	G	G	G	Gr	Gr															A robust and effective scrutiny process.	- Lack of ownership by members / officers - Lack of cross party agreement - Lack of focus					
2.8	Revise the Council's constitution																						To clarify roles and responsibilities.	- Lack of ownership by members / officers - Lack of resources - Lack of cross party agreement - Lack of focus - Lack of willingness to release control					
2.9	Restructure of the Council	G	G	A	A	A	Gr																Structure that is more aligned to achieve the Council's priorities and the recovery plan	- Lack of resources - Lack of skills / competencies to achieve required outcomes - Good staff leaving during times of uncertainty	CMT completed (apart from 2 posts). Council now in consultation period with 17 staff "at risk".				

### 3 Organisational Development

3.1	Develop a BDC leadership style and code of practice	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Improved working relationships and an understanding of what is normal.	- Lack of officer / member interest, fear and unwillingness to change - Lack of resources	Provisional dates for 38 peer mentoring sessions agreed.
3.1	Procure and commence "Top Team" development programme via capacity building bid				G	G	Gr	Gr	Gr	Gr														To create a culture change of openness and trust between Members and officers and personal development	- Lack of officer / member interest, fear and unwillingness to change - Lack of resources	Procured. Provisional dates being agreed.
3.2	Develop a HR Strategy		G	G	A	A	R																	To transform the culture and capability of the workforce.	- Lack of ownership by members / officers - Lack of resources / skills	Restructuring means this will need to be put back.
3.7	Develop Workforce Development Plans								A	A	A													To focus and commit employees to and on internal and external customers. Right staff with the right skills in the right place at the right time.	- Lack of ownership by members / officers - Lack of resources / skills	Head of HR leaving.
3.3	Review and revise Employee Consultation Procedures													Gr	Gr	Gr	Gr							To ensure the Council has effective and efficient employee consultation procedures	- Lack of ownership by members / officers - Lack of resources / skills	Head of HR leading.
3.4	Review, revise and re-launch appraisal scheme for all staff across the organisation.		G	G	G	Gr	Gr																	To introduce forward problem solving performance management	- Lack of ownership by staff - Lack of resources / skills	Head of HR leading.
3.4	Develop and implement appropriate Management Competencies to lead the programme of change								A	A	A			Gr	Gr	Gr	Gr							To develop all staff to possess core skills to facilitate improvement.	- Lack of ownership by staff - Lack of resources / skills - Lack of agreement from TU and staff network	Head of HR leading.
3.5	Develop and launch a Middle Management Development Programme								A	A	A		Gr											To develop all middle managers to possess the core skills to facilitate improvement.	- Lack of ownership by members / officers - Lack of resources / skills	Head of HR leading.
3.6	Review Recruitment and Retention procedures													Gr	Gr	Gr	Gr							To ensure the Council has effective and efficient recruitment and retention procedures	- Lack of ownership by members / officers - Lack of resources / skills	Head of HR leading.
3.7	Undertake Job Evaluation exercise and complete Single Status				G	Gr	Gr	G	G	A			Gr	Gr	Gr	Gr	Gr							To ensure the Council meets its obligations under the Equal Pay Act	- Lack of ownership by members / officers - Lack of resources / skills	Head of HR leading.

### 4 Performance Management, Risk Management and Procurement

4.1	Review and improve the council's performance management processes			G	A	G	Gr	Gr	Gr	Gr														Examples of corrective action and service improvement.	Lack of management capacity	Top 45 drafted. Business planning timetable set.
4.2	Develop a process to benchmark performance by identifying areas for improvement and implementing remedial actions	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr							To develop SMART business plans which are underpinned by embedded performance management down to individual level.	- Lack of ownership by members / officers - Lack of resources - Lack of focus - Lack of skills	Top 45 drafted. Business planning timetable set.
4.3	Develop an understanding and support processes for performance management and service improvement				G	G	Gr	Gr	Gr															Examples of corrective action and service improvement.	Lack of management capacity	Secondment to corporate performance team.

## Recovery Plan - Overview Document

G = Green, A = Amber, R = Red, Gr = Grey		July	August	September	October	November	December	January	February	March	April	May	June	July	Outcomes	Risks	Comments
		4.4	Develop, procure and implement procurement strategy and training	G	G	G	G	Gr	Gr	Gr							To obtain VFM within organisational discipline.
4.5	Develop, procure, deliver and implement Risk Management Strategy and training	G	G	G	A	A	Gr	Gr	Gr						To embed policies to ensure the Council's ambitions are met.	- Lack of ownership by members / officers - Lack of resources - Lack of skills	Risk Strategy to December Cabinet. Training rescheduled.
4.6	Develop an effective approach to project management				A	G	Gr	Gr	Gr	Gr					Projects delivered on time to specification.	Lack of management capacity	
5 <b>Communication and Consultation</b>																	
5.1	Develop and implement Consultation, Communication and Marketing strategy	G	G	A	A	G	Gr	Gr	Gr	Gr					To gain a complete understanding externally and internally to individuals of the Council's ambitions.	- Lack of officer / member time - Lack of understanding / ownership	Re-programmed to March Cabinet.
5.2	Develop and implement Corporate Customer Service strategy	G	G	A	A	G	Gr	Gr	Gr	Gr					To develop a culture of customer care with employees committed to the concept.	- Limited staff buy in to culture change - Staff don't have tools to do the job	
6 <b>Service improvement</b>																	
6.1	Develop and agree Depot Strategy [subject to funding]	G	G	G	G	G	Gr	Gr							To provide a cost effective and efficient high performing service	- Lack of financial and performance information - Lack of clarity around priorities - Lack of finance	Budget issues from strategy being finalised.
6.2	To ensure clear understanding and well managed processes that bind the organisation together.						Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	To provide a cost effective and efficient high performing service	- Lack of financial and performance information - Lack of clarity around priorities - Lack of finance	



# News Release

**For immediate Release.  
Thursday, 15 December, 2005.**

## ***ON THE ROAD TO RECOVERY***

Bromsgrove residents can rest assured that the District Council is doing all it can to give them the services they deserve.

The promise follows the Audit Commission's latest report which says the Council is making progress and delivering some good services to local people, although there are still challenges to be met.

Welcoming the overall positive outcome of the report, Leader Councillor Roger Hollingworth said: "Members and staff have worked very hard to make the improvements which the Audit Commission has recognised. However, we know there is still more to be done and we have plans in hand to tackle the challenges ahead.

"We want everyone to know that we are pulling out all the stops to give local people the best services we can provide," he added.

Chief Executive Officer, Sue Nixon, said: "Everyone at the Council is committed to providing first class services and we are confident we will move the Authority out of recovery by early 2007."

The Audit Commission says "big improvements" have been made in financial accounting and there have been improvements to recycling and composting. The Council has speeded up its process for dealing with planning applications and successfully opened its Customer Service Centre.

But, it feels that although performance is improving, benefit claims are not being dealt with as quickly as they should, street cleaning could be better and the Council should make more effective use of what its customers say.

Money is being put aside to improve street cleaning and a 'Customer First' improvement service programme is being drawn for implementation early next year.

\* \* \* \* \*

Contact: Hugh Bennett, Assistant Chief Executive. Tel: 01527 881430.

From: Mary Pryce, Press Officer. Tel: 01527 881287.

Note to Editors: In 2004 the Council engaged with the Office of the Deputy Prime Minister to support its recovery.





## NEWS RELEASE

**UNDER EMBARGO UNTIL 00.01 HOURS, 15 DECEMBER 2005**

# Council making progress with its recovery

**Bromsgrove District Council** has been making some progress with its recovery. It is now moving in the right direction, but much still remains to be done. The Council is clear about what needs to change and is working to make it happen. External support has helped the council to make improvements and to invest in a more secure future, according to the latest review by the Audit Commission

The Audit Commission has looked at how the Council has moved on since it was last inspected in 2003. It found that the Council is now working much more effectively in partnership with other organisations. Big improvements have been made in financial accounting, but work is still required to bring the Council's management of its resources up to the standards of many other councils. Despite its difficulties the Council is delivering some good services to local people.

**Sandy McMillan, Audit Commission senior manager**, said:

“The Council has made progress, particularly over the last year, by addressing some of the key issues that we highlighted in 2003. However, it still faces significant challenges. We will expect to see elected members working more effectively together across all the party groups to lead and drive improvement, and we also need to see sustained improvement in important services such as street cleaning and the processing of benefits”.

The inspectors found:

- Improvements in recycling and composting, planning, and customer service, refurbishment of the Dolphin Lesiure Centre and an accessible web-site. However, some key services, such as street cleaning and benefits, are weak.
- The Council has managed to close its backlog of financial accounts. However it needs to get much better at prioritising and managing its resources and also improve the way it manages performance.
- The Council has made effective use of interim managers and is investing in the building blocks to help sustain its recovery. Managerial leadership and capacity has at times been fragile and councillors are not working effectively together to drive improvement.

- The Council is working well in partnership with others and it has developed its wider ambitions for the area.

The council remains under formal engagement with the Office of the Deputy Prime Minister. The Audit Commission's local audit and inspection programme will focus on monitoring, testing and reporting on the council's progress during 2006.

Copies of the Progress Assessment report are available on the Audit Commission website at [www.audit-commission.gov.uk](http://www.audit-commission.gov.uk).

## **ENDS**

### **NOTES TO EDITORS**

*The Audit Commission is an independent watchdog responsible for ensuring that public money is spent economically, efficiently and effectively. Our remit covers more than 12,000 bodies, which between them spend nearly £100 billion of public money each year.*

*We are active in local government, health, housing, criminal justice and fire and rescue services and consequently have objective evidence on the overall impact of public services on users.*

*In addition to making sure that taxpayers receive value for money, our aim is to provide impartial information on the quality of public services. We also act as a force for improvement by providing practical recommendations and spreading best practice.*

*We are committed to working in partnership with other regulators and to ensuring that our own activities also represent value for the taxpayer.*

*Further details about the Commission can be obtained from its website [www.audit-commission.gov.uk](http://www.audit-commission.gov.uk)*

**FOR MORE INFORMATION CONTACT xxx ON xxx**

**Progress Assessment Report:**

**Bromsgrove  
District Council**

**COUNCIL  
RESPONSE**

## 1. Overall Comment

- 1.1 The Council welcomes the report as generally positive, with “no surprises” and agrees with the recommendations as set out on page 8. The report provides a useful guide to our progress and your endorsement of the Council’s understanding of what remains to be done. This is particularly helpful for a number of new staff in post, as well as for elected Members, partners and local residents.

## 2. Summary

- 2.1 The Council notes the “Principles of Public Service Inspection”, in particular, that “there should be an explicit concern on the part of the inspectors to contribute to the improvement of the service being inspected” and is keen that the report helps maintain the current momentum and pace of change as achieved in the last 9 months (see evidence November Government Monitoring Board Key Messages) and does not distract Members and officers from the recovery process. Within this context, the Council has three main areas of concern with the Summary, which it believes will be the area that most readers will focus on.
- 2.2 The Council understands that the report considers progress from the baseline: the 2003 corporate governance inspection, to October 2005 and therefore any comments about the pace of change are, in a sense, an average of the rate of change over that period; however, there is a danger that the reader will miss this point and misinterpret the comment about the rate of change needs to be “*picked up*”. The Council’s view based on discussions at the November Monitoring Board, which included recognition that the pace of change was now considerable and the fact that all projects on the Recovery Plan are either green with a small number of ambers and no reds, is that the current rate of change now needs to be sustained. This is reflected in the key messages for the November Monitoring Board, which states:

“it was recognised that the plan represented a challenging agenda. It was important to continue to review priorities and to be alert to areas where there was a risk of slippage/failure (designated “red” areas). There has been significant progress in the last nine months”. The Council is concerned that the possible misinterpretation about the pace of change may lead Members to push for an increase in the pace of change which may be detrimental to sustaining the current rate.

2.3 The Council believes the opening sentence should be changed to read: “the Council is making progress”. The recovery plan is all green or amber and there are either clear signs of progress or at least green shoots of recovery across the whole Council. “Some progress” would suggest that there are large areas of the Council that are not making progress. Given there are no reds on the recovery plan, the Council finds difficulty in accepting this. If the use of the word “some” is designed to reflect the period of the assessment, like the pace of change, the Council would ask that the Summary reflects this: for example, “over the last 9-10 months the Council has made significant progress across all aspects of its recovery plan”.

2.4 The Council recognises that the Summary by its very nature offers less room to qualify statements; however, the Council is concerned that in a number of instances this makes the Summary read less positively than the body of the report. For example, the Council would like to suggest the following changes for your consideration:-

<p>Para 5 Last sentence</p>	<p>Delete and replace with “To date the Council has not effectively prioritised its resources; however, it has set clear corporate priorities for the 2006/07 budget process and has updated its budget challenge and service business planning process. A key challenge will now be to use these to</p>
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	produce a priority led budget, supported by priority led service business plans.”
Para 6 Second sentence (and linked to para. 21)	After “clear managerial leadership” add the word “throughout” and at the end of the sentence add “however, the pace of change has been significant over the last nine months and should be further supported by the completion of the top team restructure.” Delete the 3 <sup>rd</sup> sentence.
Para 6 Final sentence	Delete and replace with “To date capacity across the authority to undertake effective performance, financial and risk management has been limited; however, the appointment of the new Assistance Chief Executive should address performance management; whilst under the restructuring exercise the Council is looking to increase the resources dedicated to financial and risk management which will ensure that these competencies become embedded within the organisation.”
Para 7	Add onto paragraph: “nevertheless, the recent establishment of the Performance Management Board, including a Chairman and Vice-Chairman from different parties and the review of scrutiny are early signs of encouraging improvement”.
Para 8	Delete fourth paragraph and replace fifth paragraph with “benefits and street cleaning remain areas for improvement; however, recent figures for benefits show significant improvements while street cleansing is beginning to improve as a result of changes to work patterns”. See also detailed comments.
Para 9	Final sentence, replace with “however, approaches to address member development more broadly and

	to drive cross party working are at the planning stage”
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2.5 The Council recognises that these changes are likely to make the Summary longer than one page; however, the Council believes it is vital that the Summary enables the Council to continue with its current pace of change rather than divert energy on internal discussions between Members and officers as a result of needing to clarify the meaning of particular sentences.

### 3. Recommendations

3.1 The Council wishes to record its support and agreement to the planned actions and recommendations to further assist and encourage Members and officers in fulfilling their roles in the Council's recovery.

3.2 The Council will ensure staff are briefed once the Progress Assessment becomes a “public” document. There will be a special Core Brief to all staff, an e-mail to all staff and an article in the Chief Executive's Bulletin.

3.3 The Council will ensure the report is discussed at January's Executive Cabinet and the Performance Management Board (both of which are public meetings) and at the Council's Internal Monitoring Group which has responsibility for driving the Council's recovery plans.

3.4 The Council is already updating its recovery plan in the light of November's Government Monitoring Board and will do so again for the January meeting having discussed the Progress Assessments recommendations with Members.

- 3.5 The Council would welcome the inclusion of a list at the end of paragraph 10 specifying the key findings as a way of aiding both Member and officer focus.
- 3.6 The Council has identified the following seven key findings from the Progress Assessment and has set out actions which are already in place to respond to these.
- a) Prioritise resources through the 2006/07 budget process and beyond in line with corporate priorities.
- ✚ Three corporate priorities for 2006/07 agreed by Cabinet and Full Council (19<sup>th</sup> October 2005).
  - ✚ The Corporate priorities are influencing budget discussions 06/07 – 08/09. During December we will undertake a detailed exercise to ascertain how each service area contributes to the Council's priorities. Additional spending pressures will be assessed on how clearly they match the council's priorities.
  - ✚ Service business plans 06/07 detailing "key deliverables" linked to Council Objectives and Corporate Priorities nearing first draft completion. These will be constructively challenged by Strategic Management Team and by the Performance Management Board in January.
- b) Ensure effective performance, financial and risk management, in particular, and a SMART (specific, measurable, achievable, realistic, time limited) and resourced corporate plan.
- ✚ Performance Management Board established and Assistant Chief Executive now in post to lead performance management process. 2006/07 service business plans and a set of top



indicators to be submitted for consideration at the Board's January meeting.

- ✚ Capacity Building Bid includes £15,000 for performance management techniques, including, making linkages to related frameworks including risk management.

- ✚ Risk Management Strategy drafted to be submitted to Cabinet for approval in December.

- ✚ Corporate Plan to be updated with SMART measures (set of top indicators) and re-published early in the new financial year.

c) Improve Members decision-making and scrutiny.

- ✚ Performance Management Board established.

- ✚ Review of scrutiny arrangements to December Cabinet.

- ✚ Audit Board to be established.

- ✚ The I&DeA have been appointed to deliver a Top Team Development programme for Executive Cabinet Members and CMT.

d) Improve cross party working.

- ✚ Government Monitoring Board attended by opposition leaders.

- ✚ New Leader to establish a regular Group Leaders meeting.

- ✚ Performance Management Board has opposition leaders on it and Vice-Chairman is the Labour Group Leader.

- ✚ I&DeA mentors to complete a programme of three workshops for all Members and senior officers by the 31 March 2006, which will consider the impact of behaviours from both sides, challenge these and consider how they can be addressed;
  - ✚ Recent Full Council debate was constructive with indications that parties are beginning to work together.
- e) Ensure improvements in service delivery in the Benefits and Streetscene services.
- ✚ The Benefits service now produces a monthly performance report with targets for each of its main indicators. This report indicates that benefits claims in October were processed in 24.73 days, which is top quartile and a significant improvement on the 57 days in July (the Council believes this should be reflected in the Summary part of the document). The benefits service is on target to deliver its improvement plan including the 17 key recommendations from the BFI review, which have been incorporated into the improvement plan.
  - ✚ Street cleansing was identified as an issue in the Waste Management inspection; however, the body of the report notes that management of the depot has improved since the appointment of an interim manager and notes that performance has started to improve. The Council feel this should be reflected in the Summary part of the document.
- f) Obtain customer feedback on services and link to service improvement.
- ✚ Assistant Chief Executive now in post with responsibility for communications and customer strategy.

- 2006/07 business planning template updated to include a consultation and community engagement plan for each service.
  
- Customer First Strategy to be developed and submitted to March Cabinet. Customer training for all staff currently being sourced and a BDC Customer Service Charter with customer standards to be developed.

#### 4. Detailed Comments

4.1 This section sets out detailed comments for pages 9 to 20:-

Para 18	Delete “Deputy Leader” and replace with the Portfolio Holder for Recovery, Corporate Plan and Strategic Partnerships.
Para 21 (linked to para. 6)	Following our discussion with you on Wednesday you indicated your comment “clear managerial leadership not always been evident in driving etc...” should not be personalised and drew attention to para. 21 citing some circumstances from 2003 and reference to various levels of management. Based on your views and in line with our other points on “pace of change” we would suggest an amended text which retains a similar gist which is in keeping with the overall tone (see proposed revision for para. 6) and for the supporting para. 21 may we suggest the following first sentence: “Due to certain circumstances prior to March 2005 clear managerial leadership throughout has not always been evident in driving the ....”
Para 22	Bullet point 5. Please note that the Top Team Development Programme has been awarded to the I&DeA which will focus on relations between Executive Members and senior management. Also, that three

	workshops before the financial year end for all Members and senior management to consider behavioural issues as part of peer mentoring programme.
Para 23	Please note that the new Performance Management Board is chaired by Councillor Fuller (Conservative) and the Vice-Chairman is Councillor McDonald (Labour).
Para. 24	We understand that staff have felt the demanding recovery agenda, in particular, their contribution to working groups outside of their “day jobs”. This is now being addressed as the senior management restructure is completed e.g. the Assistant Chief Executive taking over responsibility for the Communications Working Group.
Para. 33	First bullet point. Can the performance improvement mentioned be referred to in the Summary?  Second bullet point. Performance for BVPI 78a Average Time for Processing New Claims, has been in the best quartile since September with significant improvement since July (50 plus days down to 24.73 for October).
Para. 39	The Performance Management Board has now been established and is made up of cross party senior politicians. It is distinct from Cabinet and has no Executive powers.
Para 41	The I&DeA have been appointed to deliver a Top Team Development programme to Executive Cabinet Members and CMT.  The working relationship between leading Members and Senior Officers is showing some signs of improvement.

	The I&DeA mentors will also be running three workshops for all Members and senior officers to focus on behaviours.
Appendix 1	Add "in July 2003" into Appendix heading.

#### **4. Annual Progress Assessment**

- 4.1 The Council notes that the report refers to the progress assessment being annual. The Council would welcome clarification on when we can expect another assessment and what linkage, if any; there will be between exiting from recovery and/or preparing for Comprehensive Performance Assessment.

**BROMSGROVE DISTRICT COUNCIL**  
**PERFORMANCE MANAGEMENT BOARD**  
**24TH JANUARY 2006**

**PERFORMANCE MANAGEMENT BOARD WORK PROGRAMME 2005/06**

Responsible Portfolio Holder	Councillor Mrs. M. M. T. Taylor
Responsible Head of Service	Hugh Bennett – Assistant Chief Executive

**1.0 Summary**

- 1.1 At its first meeting the Performance Management Board agreed its terms of reference (see Appendix 1) and requested that the Assistant Chief Executive established a work programme for the year based on the terms of reference.

**2.0 Recommendations**

- 2.1 It is recommended that the Performance Management Board:
- (a) agrees the work programme set out in **Appendix 1**.

**3.0 Background**

- 3.1. In order to enable officers to plan ahead, it is important that we agree the Board's agenda for the year ahead and future meetings.

**4. Report**

- 4.1. The work programme is fairly self-explanatory. The proposed work programme is set out in **Appendix 1**. The programme will need to be updated with an approach to measuring customer satisfaction which is dependent on the budget discussions. Also, further discussions will be required between Members and officers on Best Value reviews. The Council needs to focus its energies on recovery and the capacity to do deliver our recovery plan. It may be appropriate to defer or keep to a minimum the number of Best Value reviews in 2006/07.

**5.0 Conclusions**

- 5.1 The proposed work programme is consistent with the Performance Management Board's terms of reference agreed at the Board's previous meeting.

**6.0 Financial Implications**

- 6.1 None.

**10.0 Legal Implications**

10.1 None

**11.0 Other Sub Headings**

11.1 None.

**12.0 Background Papers**

Previous agenda item.

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**Appendix 1**

**Proposed Performance Management Board Work Programme 2005/06**

<b>Date</b>	<b>Agenda Item</b>
Jan-06	2006/07 Work Programme Selecting the Top 45 Top 45 Quarter 3 2005/06
Feb-06	Benefits BFI Inspection Report 2006/07 Business Plans
Mar-06	Corporate Health Indicators Proposal Corporate Health Indicators Worked Example (Period 10 2006/07) Council Project Management Methodology
Apr-06	Audit Commission Direction of Travel Report Audit Commission Use of Resources Report
May-06	Top 45 – Quarter 4 2006/07 Corporate Health Indicators Period 12 2006/07 2005/06 Staff Survey Results Proposed Deletion of Indicators from Performance Plus Composite Financial Report on Treasury Management; revenue and capital – Quarter 1 2006/07
Jun-06	Review of Council's Business Planning Process
Jul-06	Council Results 2005/06 (Best Value Performance Plan) Corporate Health Indicators Period 2 2006/07 Community Strategy 2005/06 Annual Report
Aug-06	2006/07 Business Plans – Quarter 1 – 2006/07 Top 45 – Quarter 1 2006/07
Sep-06	Corporate Health Indicators Period 4 2006/07



Oct-06	No meeting required, but set date to allow for unforeseen items.
Nov-06	2006/07 Business Plans – Quarter 2 – 2006/07 Top 45 – Quarter 2 2006/07 Corporate Health Indicators Period 6 2006/07 Composite Financial Report on Treasury Management; revenue and capital – Quarter 2 2006/07
Dec-06	Review of Performance Management Board's first year. Community Strategy 2006/07 Half Year Report
Jan-07	Audit Commission Progress Assessment Report Council Results (Best Value Performance Plan) Estimated Outturn. Corporate Health Indicators Period 8 2006/07
Feb-07	2006/07 Business Plans – Quarter 3 – 2006/07 Top 45 – Quarter 3 2006/07 Composite Financial Report on Treasury Management; revenue and capital – Quarter 3 2006/07
Mar-07	Corporate Health Indicators Period 10 2006/07
Apr-07	No meeting required, but set data to allow for unforeseen items.
May-07	2006/07 Business Plans – Quarter 4 – 2006/07 Top 45 – Quarter 4 2006/07 Corporate Health Indicators Period 12 2006/07 2006/07 Staff Survey Results Composite Financial Report on Treasury Management; revenue and capital – Quarter 4 2006/07

Note:- further additions may include two external customer surveys per annum and two internal surveys plus the results from mystery shopper surveys. These are dependent on the 2006/07 budget discussions; and

further consideration needs to be given to the any Best Value Review programme with a view to the capacity to deliver this during a period of recovery.