



BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

MONDAY, 20TH MARCH 2006, AT 2.00 P.M

CONFERENCE ROOM, THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE

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

A G E N D A

Council Agendas and Minutes are available on our web-site at www.bromsgrove.gov.uk/meetings

1. To receive apologies for absence and notification of substitutes
2. To confirm the Minutes of the Meetings held on 17th and 20th February 2006 (attached)
3. Selection of Corporate Health Performance indicators (attached)
4. Corporate Health Performance Indicators – Quarter 3 2005/06 (attached)
5. External Auditor's opinion of the 2005/06 Best Value Performance Plan (attached)
6. Recovery Plan Update (to follow)
7. Procedure Rules of Performance Management Board (attached)
8. 2006/07 Business Plan - Culture and Community Services (attached)
9. 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 Officer

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

8th March 2006

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

Friday, 17th February 2006, at 1.15 p.m.

PRESENT: Councillors B. L. Fuller C.B.E., Q.F.S.M., (Chairman), P. M. McDonald (Vice-Chairman), G. N. Denaro, C. B. Lanham, Mrs. J. D. Luck (substituting for N. Psirides J.P.), and E. C. Tibby (substituting for Mrs. J. Dyer M.B.E.).

(NOTE: Councillors Mrs. C. J. Spencer, Mrs. M. M. T. Taylor and P. J. Whittaker were also in attendance.)

12/05 **APOLOGIES**

Apologies for absence were received from Councillors Mrs. J. Dyer M.B.E., N. Psirides J.P. and J. A. Ruck.

13/05 **MINUTES**

The Minutes of the Meeting of the Board held on 24th January 2006 were submitted.

RESOLVED: that the Minutes be approved and confirmed as a correct record.

14/05 **RECOVERY PLAN - UPDATE**

Consideration was given to three separate reports on the Council's Recovery Plan, encompassing (i) a general overview of the current situation; (ii) a Recovery Plan timetable; and (iii) a revised four-month Plan for the period January-April 2006.

Councillor Mrs. Taylor, as the Member responsible for Recovery and Strategic Partnerships, addressed the meeting and outlined the Minister's priority headings which the Council were charged with addressing, i.e., financial planning; strategic leadership; organisational development; performance management/risk management/procurement; communication and consultation; and service improvement.

Consideration was then given to the Recovery Plan document, and it was AGREED

- (1) that the question of joint attendance at conferences/seminars, community planning/leadership/partnership meetings (paragraph 2.6.2.) be referred to the Leader of the Council for discussion with other Group Leaders;
- (2) that, as a matter of record, the months of April to August in paragraph 3.7.3. should be shaded grey; and
- (3) similarly, the responsible Member listed under item 6 of the four month recovery plan (Development of a strategy for delivery of a sustainable service improvement to the street scene environment) should read MS (Councillor Mrs. M. A. Sherrey J.P.).

15/05 **BUSINESS PLANS**

The following Service Business Plans for the year 2006-07 were considered:-

- (a) Human Resources
- (b) Culture and Community services
- (c) Planning and Environment Services
- (d) Economic Development and Town Centre Management
- (e) Legal and Democratic Services

Officers were asked to give a brief overview of their report and each report was then considered in detail. Whereupon it was

RECOMMENDED: that the following comments be noted and/or the recommendations be forwarded to the Executive Cabinet for their due consideration:-

<u>Business Plan</u>	<u>Comment/Recommendation</u>
Human Resources	<p>(1) That the Executive Cabinet be advised that concern was expressed over the workload and timescale involved in the undertaking and completing the job evaluation exercise by April 2007, as effective performance management cannot happen until this has taken place;</p> <p>(2) that the Executive Cabinet be advised that the Board are of the opinion that, before any vacancy is filled, it should be examined and “signed off” by Senior Management Team to ensure that it is justified;</p> <p>(3) a list of comparable authorities (by population) be drawn up listing their employee numbers for the next ordinary meeting of the Board;</p> <p>(4) clarification was sought for the next meeting on what was meant by Local Indicator 7 (number of off-the-job training days facilitated by Human Resources) of 350 days;</p> <p>(5) it was agreed that a report on sickness levels would be submitted every quarter;</p> <p>(6) the Board wished to encourage the Executive Cabinet to ensure that the Council have in place a process for reviewing existing arrangements/working practices with Trade Unions;</p>
Culture and Community Services	<p>(7) that the Head of Culture and Community Services be requested to investigate the “panning” efficiency of the CCTV cameras and report back to a future meeting of the Board;</p> <p>(8) that the Executive Cabinet be advised that, in the opinion of the Board, a feasibility study should be undertaken on the setting up of a Charitable Trust for the management and operation of the Council’s leisure facilities before any further monies are spent;</p>
Planning and Environment Services	<p>(9) that the question of “value for money” from the current arrangements ongoing with the Bromsgrove District Housing Trust be looked at again in two month’s time with a view to adopting a more cohesive approach;</p>
Economic Development and Town Centre Management	<p>(10) that the Executive Cabinet be advised of this Board’s concern that a high priority area such as Economic Development has, under the recent restructure proposals, suffered a (slight) reduction in manpower and would encourage the continued support of the Council in real terms;</p>

Legal and Democratic
Services

(11) that it be suggested to the Executive Cabinet that once Section 106 Agreements are finalised, the relevant Ward Member(s) be notified in order to keep a “watching brief”;

NOTE:

(12) on a general note, it was recommended that for future Business Plans, a “standard” template be created.

The Meeting closed at 5.55 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

Monday, 20th February 2006, at 1.30 p.m.

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

(NOTE: Councillors Miss D. H. Campbell J.P., Mrs. K. M. Gall, Mrs. M. M. T. Taylor and Mrs. M. A. Sherrey J.P., were also in attendance.)

16/05 **APOLOGIES**

Apologies for absence were received from Councillors C. B. Lanham, N. Psirides J.P., and J. A. Ruck, and the Chief Executive.

17/05 **BUSINESS PLANS**

Further to the meeting held on the 17th February 2006, a number of other Business Plans for the year 2006-07 were considered and the following comments/recommendations were made:-

<u>Business Plan</u>	<u>Comment/Recommendation</u>
E-Government and Customer Services	(1) That the Executive Cabinet be informed that the Board has concerns concerning the capacity of the Customer Service Centre to take on the additional work of the Highways Partnership Unit or any other area of work without a more detailed investigation into the ramifications thereof, otherwise this could lead to under-performance. (2) That, further to (1) above, the Officers be requested to submit a report to the next meeting on the consequences of any such transfer of work insofar as it affects the future use of the Burcot Room; (3) that the Executive Cabinet be made aware that the Board are of the opinion that staff training and the acquisition of hardware need to be better co-ordinated;
Street Scene and Waste Management	(4) that the Officers submit a report to a future meeting on the number of phone calls and/or complaints received, together with prosecutions pursued, relating to dog fouling; (5) that the Executive Cabinet be reminded that the Waste Education and Awareness Programme which has been established will be a very limited programme unless resources are provided either by the Government or from our own budget; (6) that the Executive Cabinet be made aware of the Board's concern over the delay in fully implementing the refuse and recycling modernisation agreement; (7) that the Executive Cabinet be advised that the current situation regarding partnership working

with the County Council insofar as grass verges, paths and hedgerows is concerned, needs to be resolved at the earliest possible opportunity;

Financial Services (8) that the Executive Cabinet be advised that a fully automated accounting system is seen as essential by the Board.

Corporate Communications, Policy and Performance Team (9) It was agreed that the Assistant Chief Executive should submit a report to a future meeting on the attendance records of stakeholders in the Local Strategic Partnership and on its possible future structure and direction.

NOTES: (10) On a general note, it was agreed that the Executive Cabinet should have regard to the wider picture of the Council's objectives (through the Corporate Plan) and not simply consider its priorities piecemeal, Business Plan by Business Plan.
(11) It was also agreed that the Executive Cabinet be advised that the Board are concerned that there was not too much evidence of effective Project Management from the planning stage through to completion and that a Project Management methodology needs to be adopted by the Council.

18/05 **LOCAL GOVERNMENT ACT 1972**

RESOLVED: that, under Section 100A(4) of the Local Government Act 1972, the public be excluded from the Meeting during the consideration of the item of business the subject of the following Minute on the grounds that it involves the likely disclosure of "Exempt Information" as defined in Part 1 of Schedule 12A to the Act, the relevant paragraph of that part being as set out below:-

<u>Minute No.</u>	<u>Paragraph</u>
19/05	7

19/05 **BENEFITS FRAUD INSPECTORATE INSPECTION REPORT**

The Report of the Revenues and Benefits Manager outlining the progress made to date and the expected completion times for all the recommendations highlighted within the Benefit Fraud Inspectorate's report to the Council was submitted.

RECOMMENDED:

- (1) that the 18 recommendations, as set out in Annex A of the Report be noted;
- (2) that it be noted that an action plan is in place to deliver the 18 recommendations;
- (3) that the robust arrangements for monitoring progress against detailed quarterly action plans as set out in Annex C to the Report be noted and approved;
- (4) that it be noted that 50% of the recommendations made had been completed by the 31st December 2005;
- (5) that it be noted that significant improvements had been made to the benefits service and this had been clearly demonstrated in the latest performance figures;

- (6) that details of the number of benefit fraud prosecutions taken out, together with the time taken from depositing the papers with Legal to getting to Court be provided for consideration at a future meeting; and
- (7) that a further progress report be made to the Board in May 2006 and quarterly thereafter in line with the benefits action plan.

20/05

DATE OF FUTURE MEETINGS

RESOLVED: that the dates of future meetings of the Board be as follows:-

- Monday, 20th March 2006
- Friday, 21st April 2006
- Friday, 19th May 2006
- Friday, 16th June 2006
- Friday 14th July 2006
- Friday, 18th August 2006
- Friday, 15th September 2006
- Friday, 20th October 2006
- Friday, 17th November 2006
- Friday, 15th December 2006
- Friday, 19th January 2007
- Friday, 16th February 2007
- Friday, 16th March 2007

The Meeting closed at 5.30 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

20TH MARCH 2006

SELECTION OF CORPORATE HEALTH PERFORMANCE INDICATORS

Responsible Member	Cllr Fuller – Chairman of Performance Management Board
Responsible Head of Service	Mr H Bennett – Assistant Chief Executive

1. Summary

- 1.1 This report provides a proposal for restructuring the process of monitoring the Council's performance information, by providing a more focused and strategic approach to reporting performance to the Performance Management Board.

2. Recommendations

- 2.1 It is recommended that the Performance Management Board:
- a) Agree the criteria for selecting the Corporate Health Indicators,
 - b) Consider the Corporate Health Indicators selected on the basis of the agreed criteria;
 - c) Agree to receive the Corporate Health Indicators 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 review the Corporate Health Indicators on an annual basis.

3. Background

- 3.1 The Council currently has over 200 indicators (BVPIs and Local PIs), which are recorded on the Performance Plus system. For the first quarter, all performance indicators were reported to Executive Cabinet, this report did not provide focus nor make it easy to establish where performance improvement was required. There was also a large amount of administration time involved in chasing missing information and compiling the report.
- 3.2 Performance Management Board agreed to an initial set of Service based indicators the "Top 45", at its meeting in January, and also agreed to receive a second set of top performance indicators based on the corporate health indicators.

4. Report

Corporate Health Indicators

- 4.1 Within the Terms of Reference for the PMB, it was agreed that they would receive regular reports on key BVPIs and LPIs relating to the Corporate Health of the Authority. It is these indicators that are proposed in this report and they relate to the Resources Directorate of the Authority.
- 4.2 The list of Corporate Health indicators was compiled from indicators already on the Council's Performance Plus system, using the following sources of information and criteria:
- Indicators defined as Corporate Health by the ODPM's BVPI Guidance,
 - Key PIs as documented in the Council's Annual Performance Plan 2005/06,
 - Indicators that can be linked to the Council's Recovery Plan, and
 - Indicators for 2004/05 which were in the bottom two quartiles.
- 4.3 The Corporate Health Indicators as proposed in Appendix 1 (and cross references to the criteria set out in 4.2) breaks down into the following departments and categories:

Corporate Wide

- 2 LPIs

Human Resources & Organisational Development

- 7 BVPIs and 2 LPIs

Financial Services

- 3 BVPIs and 7 LPIs

Legal & Democratic Services

- 1 BVPI and 1 LPI

E-government & Customer Services

- 1 BVPI and 1 LPI

- 4.4 These Corporate Health indicators will be reported on a quarterly basis at the same time as the "Top 45" indicators, using the same report format.
- 4.5 The Corporate Health indicators will be reviewed annually to ensure that the indicators included are relevant, reflect current Council priorities and performance requirements.

5. Financial Implications

- 5.1 Any financial implications can only be identified when failing indicators have been fully analysed and appropriate improvement action plans have been developed.

6. Legal Implications

- 6.1 National BVPIs (Best Value Performance Indicators) are audited annually by the external auditor, KPMG, and the results are published.

7. Corporate Governance

- 7.1 Good performance management requires the availability of accurate and timely performance data. This Council is committed to addressing the changes required to exhibit good corporate governance and therefore is committed to putting into place an effective and efficient performance management framework.

Background Papers

Appendix 1 – List of Corporate Health indicators is attached.

Report Author

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Corporate Health Indicators

Appendix 1

Number	PI	Description	Directorate / Department	Corporate Health	Key PI	Recovery Plan	Bottom Quartile	Third Quartile	Reporting Frequency
1	BV2 a BV2 b	Equality Standard Promoting Race Equality	Resources / HR&OD	Yes	No	No	No	No	Quarterly
2	BV8	Invoices paid on time	Resources / FS	Yes	No	No	Yes	No	Quarterly
3	BV9	Council Tax collected	Resources / FS	Yes	Yes	No	No	No	Quarterly
4	BV10	Business rates collected	Resources / FS	Yes	No	No	Yes	No	Quarterly
5	BV11 a BV11 b BV11 c	Top 5% Earners: women Top 5% Earners: Ethnic Minority Top 5% Earners: Disability	Resources / HR&OD	Yes	No	No	No Yes	Yes No	Quarterly
6	BV12	Days lost for sickness	Resources / HR&OD	Yes	Yes	No	No	No	Quarterly
7	BV14	Early retirements	Resources / HR&OD	Yes	No	No	No	No	Quarterly
8	BV15	Ill Health retirements	Resources / HR&OD	Yes	No	No	No	Yes	Quarterly
9	BV16 a BV16 b	Employees with a disability	Resources / HR&OD	Yes	No	No	Yes No	No Yes	Quarterly
10	BV17 a BV17 b	Employees from ethnic minority	Resources / HR&OD	Yes	No	No	Yes No	No Yes	Quarterly
11	BV157	E-Government	Resources / EG&CS	Yes	No	No	No	No	Quarterly
12	Local Indicator Corporate Wide	CORP % of full responses sent within 10 days	All	No	Yes	No	No	No	Monthly
13	Local Indicator Corporate Wide	CORP % of reply cards sent in agreed time	All	No	No	No	No	No	Monthly
14	Local Indicator Legal Services	LGL04 - % of court proceedings for HB begun within 10 days	Resources / L&DS	No	No	No	No	No	Quarterly
15	Local Indicator Financial Services	FIN - Financial monitoring reports sent to members	Resources / FS	No	No	Yes	No	No	Monthly
16	Local Indicator Financial Services	FIN - Number of days to do bank reconciliations	Resources / FS	No	No	Yes	No	No	Monthly
17	Local Indicator Financial Services	FIN - Number of days to do income reconciliations	Resources / FS	No	No	Yes	No	No	Monthly
18	Local Indicator Financial Services	FIN - Number of days to do payroll reconciliations	Resources / FS	No	No	Yes	No	No	Monthly
19	Local Indicator Financial Services	FIN - Number of weeks to do NDR & Ctax reconciliations	Resources / FS	No	No	Yes	No	No	Monthly
20	Local Indicator Human resources	HR % of Staff Appraisals undertaken	Resources / HR&OD	No	Yes	Yes	No	No	Quarterly

Number	PI	Description	Directorate / Department	Corporate Health	Key PI	Recovery Plan	Bottom Quartile	Third Quartile	Reporting Frequency
21	Local Indicator Human resources	HR % of Staff Turnover	Resources / HR&OD	No	Yes	Yes	No	No	Quarterly
22	Local Indicator Internal Audit	A&P % of audit assignments completed in timescale	Resources / FS	No	No	Yes	No	No	Quarterly
23	Local Indicator Internal Audit	A&P % of the scheduled audit plan delivered.	Resources / FS	No	No	Yes	No	No	Quarterly
24	Local Indicator IT	IT - % of helpdesk calls closed within timescales	Resources / EG&CS	No	No	No	No	No	Monthly

Selection Criteria**Corporate Health****Key PI****Recovery Plan****Bottom Quartile****Third Quartile**

The PI comes under the ODPM heading of Corporate Health in the National Best Value Performance Indicators

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

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

The PI was in the bottom quartile for 2004/05 (03/04 quartiles compared with 04/05 actuals)

The PI was in the third quartile for 2004/05 (03/04 quartiles compared with 04/05 actuals)

Department**EG&CS****FS****HR&OD****L&DS**

E-Government & Customer Services

Financial Services

Human Resources & Organisational Development

Legal & Democratic Services

BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

20TH MARCH 2006

CORPORATE HEALTH PERFORMANCE INDICATORS – QUARTER 3 2005/06

Responsible Member	Cllr Fuller – Chairman of Performance Management Board
Responsible Head of Service	Mr H Bennett – Assistant Chief Executive

1.0 Summary

1.1 The Performance Management Board have received a report proposing a Corporate Health 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 performance information contained in the report;
- (b) receives verbal reports from officers on some of the indicators, as identified by the Vice-Chairman at the agenda pre-meeting with the Assistant Chief Executive on 10th March 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 April.

3.0 Background

3.1 The previous agenda item has identified the need for a Corporate Health 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 these indicators. This report provides performance information for the 3rd quarter (April to December 2005) for the proposed Corporate Health indicators.

4. Report

4.1 The attached Corporate Health Indicator report 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).

- 4.2 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.
- 4.3 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 Financial Implications

- 5.1 Any financial implications can only be identified when failing indicators have been fully analysed and appropriate improvement action plans have been developed. Where these have already been done, details will be included within the Planned Action box in the report.

6.0 Legal Implications

- 6.1 National Best Value Performance Indicators are audited annually by the External Auditors (KPMG), and the results are published.

7.0 Corporate Governance

- 7.1 This Council is committed to addressing the changes required to exhibit good corporate governance and therefore is committed to putting into place an effective and efficient performance management framework. Good performance management requires the availability of accurate and timely performance data. The information in this report is therefore essential and should be used appropriately, re-defining its content as change is identified and thus ensuring that it remains relevant and useful.

Background Papers

Previous agenda item.

Report Author

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Corporate Health

The Corporate Health indicators for 2005/06

Corporate Communications, Policy and Performance Team

Quarter 3 2005/06

Indicator Ref No.	Indicator Type	Short Description	Page Number
-	Corporate Health Performance Summary		3
-	Corporate Health Legend		4
2	BVPI 8	Percentage of invoices paid on time	7
4	BVPI 10	Percentage of Non-domestic Rates collected	9
6	BVPI 12	Working days lost due to sickness absence	13
8	BVPI 15	Percentage of ill-health retirements	15
10	BVPI 17	Ethnic Minority percentages	17
12	LPI Corporate	% of reply cards sent in agreed time	19
14	LPI Legal Services	% of Housing Benefit court proceeding begun within 10 days	21
16	LPI Financial Services	Number of days to do bank reconciliations	23
18	LPI Financial Services	Number of days to do payroll reconciliations	25
20	LPI Financial Services	% of audit assignments completed in timescale	27
22	LPI Human Resources	% of staff appraisals undertaken	29
24	LPI IT Services	% of helpdesk call closed within timescales	31

Indicator Ref No.	Indicator Type	Short Description	Page Number
1	BVPI 2	Standards of equality in the council	5 - 6
3	BVPI 9	Percentage of council tax collected	8
5	BVPI 11	Top 5% of earners	10 - 12
7	BVPI 14	Percentage of early retirements	14
9	BVPI 16	Disability percentages	16
11	BVPI 157	E-Government: E-Enabled interactions	18
13	LPI Corporate	% of full responses sent within 10 days	20
15	LPI Financial Services	Financial monitoring reports sent to members	22
17	LPI Financial Services	Number of days to do income reconciliations	24
19	LPI Financial Services	Number of weeks to do NDR & CTax reconciliations	26
21	LPI Financial Services	% of the scheduled audit plan delivered	28
23	LPI Human Resources	% of staff turnover	30

CORPORATE HEALTH PERFORMANCE SUMMARY

Performance against Target	Total	Total
Meeting or exceeding target for performance	11	41%
Not meeting target - difference is less than 10%	4	15%
Not meeting target - difference is 10% or more	12	44%
Information not reportable	0	0%
Total	27	100%

Performance Trend	Total	Total
Improving performance	6	22%
Stable performance	8	30%
Declining performance	12	44%
Information not reportable	1	4%
Total	27	100%




Performance against Quartlies	Total	Total
Indicators in Top Quartile	2	7%
Indicators in Second Quartile	2	7%
Indicators in Third Quartile	6	22%
Indicators in Bottom Quartile	2	7%
Information not reportable	15	56%
Total	27	100%

CORPORATE HEALTH LEGEND

Key for Outcomes (comparison against target)

[Signified by coloured block]

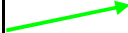





%

G	Meeting or exceeding target		41%
A	Not meeting target - difference is less than 10%		15%
R	Not meeting target - difference is 10% or more		44%
	Information not available		0%

Key for Performance Trends (over previous period)

[Signified by direction of arrow next to coloured block]


%


	Improving performance		22%
	Stable performance		30%
	Declining performance		44%
n/a	Information not available		4%

Please note:
Direction & colour of arrow signifies the performance trend.

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

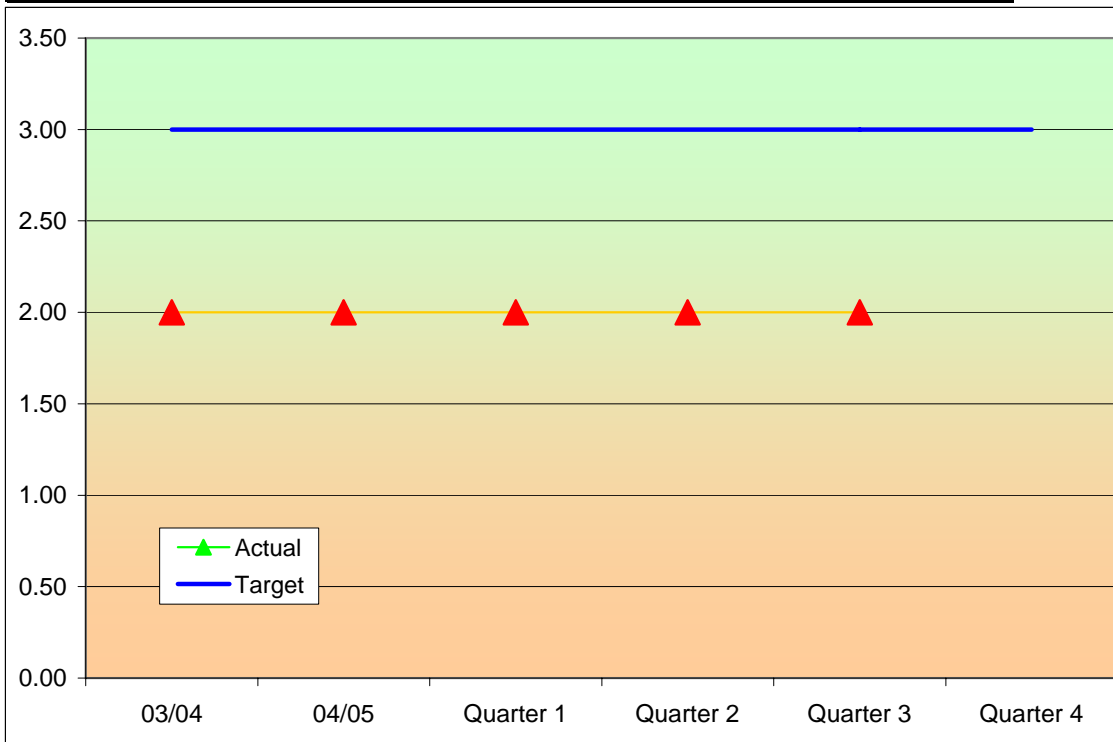
1	BVPI 2 - Standards of Equality within the Council			
2a - The level of the Equality Standard for local government to which the Authority conforms in respect of gender, race and disability.		Trend	→	R
Indicator Owner	Clare Armour - Interim Head of Human Resources & Organisational Development	Current variation from target	-33.33%	

Performance (Latest, number, bigger is better)						
2a	Target	Actual	Performance	Trend	Variation	Quartile
03/04	3.00	2.00	R	n/a	-33.33%	n/a
04/05	3.00	2.00	R	→	-33.33%	n/a
Quarter 1	3.00	2.00	R	→	-33.33%	n/a
Quarter 2	3.00	2.00	R	→	-33.33%	n/a
Quarter 3	3.00	2.00	R	→	-33.33%	n/a
Quarter 4	3.00					
05/06	3.00					

Comments

It has already been acknowledged with the draft service business plans for 2006/7 that the Council will work towards achieving level 3 of the Equality Standard by the end of 2006/7. It has not been possible to achieve this within 2005/06 due to the amount of work required to achieve it, lack of resources and the need to focus on the Council's recovery. Work has been going on with the equalities champions and equalities forum becoming stronger and a draft equalities strategy having been produced.

Planned Action



1	BVPI 2 - Standards of Equality within the Council			
2b - The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application.		Trend	→	○
Indicator Owner	Clare Armour - Interim Head of Human Resources & Organisational Development	Current variation from target	18.87%	○ ○ G

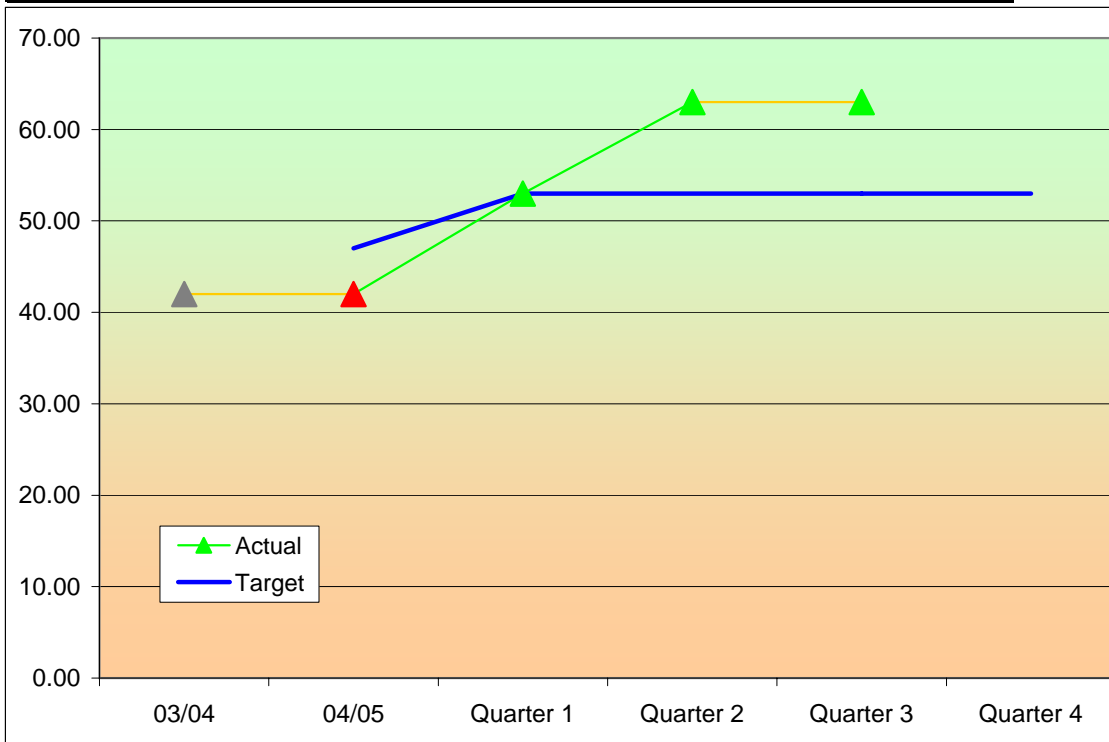
Performance (Latest, percentage, bigger is better)						
2b	Target	Actual	Performance	Trend	Variation	Quartile
03/04	n/a	42.00	n/a	n/a	n/a	n/a
04/05	47.00	42.00	R	→	-10.64%	3
Quarter 1	53.00	53.00	G	→	0.00%	2
Quarter 2	53.00	63.00	G	→	18.87%	2
Quarter 3	53.00	63.00	G	→	18.87%	2
Quarter 4	53.00					
05/06	53.00					





Comments

It has already been acknowledged with the draft service business plans for 2006/7 that the Council will work towards achieving level 3 of the Equality Standard by the end of 2006/7. It has not been possible to achieve this within 2005/06 due to the amount of work required to achieve it, lack of resources and the need to focus on the Council's recovery. Work has been going on with the equalities champions and equalities forum becoming stronger and a draft equalities strategy having been produced.

Top Quartile for Quarter 3 = 63%

Planned Action



2	BVPI 8 - Percentage of invoices paid on time			Trend 	  
Percentage of invoices for commercial goods & services paid by the Authority within 30 days of receipt or within the agreed payment terms.		Current variation from target			
Indicator Owner	Jayne Pickering - Head of Financial Services				

Performance (Latest, percentage, bigger is better)						
8	Target	Actual	Performance	Trend	Variation	Quartile
03/04	100.00	91.95	A	n/a	-8.05%	n/a
04/05	100.00	94.35	A		-5.65%	3
Quarter 1	100.00	95.98	A		-4.02%	2
Quarter 2	100.00	93.12	A		-6.88%	3
Quarter 3	100.00	92.55	A		-7.45%	3
Quarter 4	100.00					
05/06	100.00					

Comments

The indicator relates to the number of invoices that the Authority pays to its suppliers within the target of 30 days. The quarter 3 indicator shows a deterioration on the number of invoices that are paid on time. The total number of invoices paid was 2210 with 165 being paid late. Invoices are not paid until full authorisation takes place and there have been a number of delays in processing by departments which are being investigated.

Late payments include:

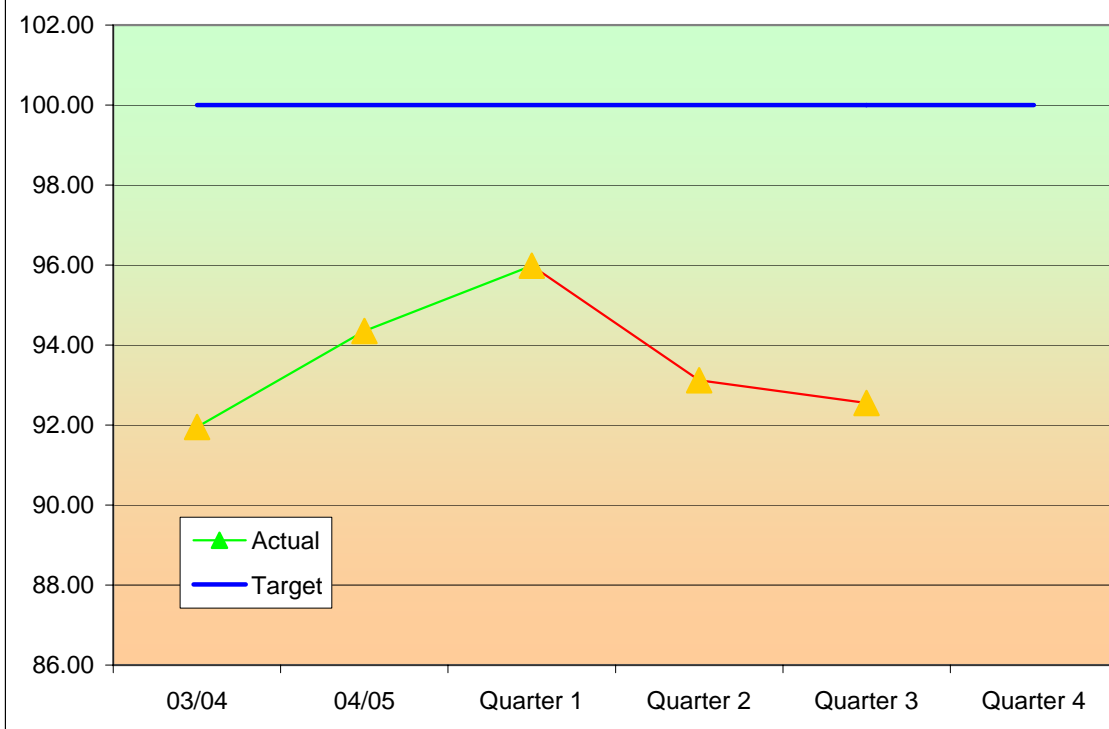
- Culture and Community - 98
- Street Scene and Waste Management - 37
- Planning & Environment -20


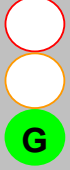
The late payments are as a result in the changes in the structure and a lack of clear responsibility during the transition period.




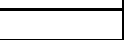
Top Quartile for Quarter 3 = 97%

Planned Action

A schedule is now sent to departments on a monthly basis to show the number of invoices that are outstanding. There is also to be an agenda item included at CMT to ensure all Heads of Service are aware of the issues within their department. A planned schedule of training and responsibilities with use of the Agresso system has also commenced.



3	BVPI 9 - Percentage of Council Tax collected			
The percentage of council tax collected by the Authority in the year.		Trend		
Indicator Owner	Jayne Pickering - Head of Financial Services	Current variation from target	17.60%	

Performance (Cumulative, percentage, bigger is better)						
9	Target	Actual	Performance	Trend	Variation	Quartile
03/04	97.90	98.30	G	n/a	0.41%	n/a
04/05	98.50	98.60	G		0.10%	1
Quarter 1	24.68	30.05	G		21.76%	1
Quarter 2	49.35	59.03	G		19.61%	1
Quarter 3	74.03	87.06	G		17.60%	1
Quarter 4	98.70					
05/06	98.70					

Comments

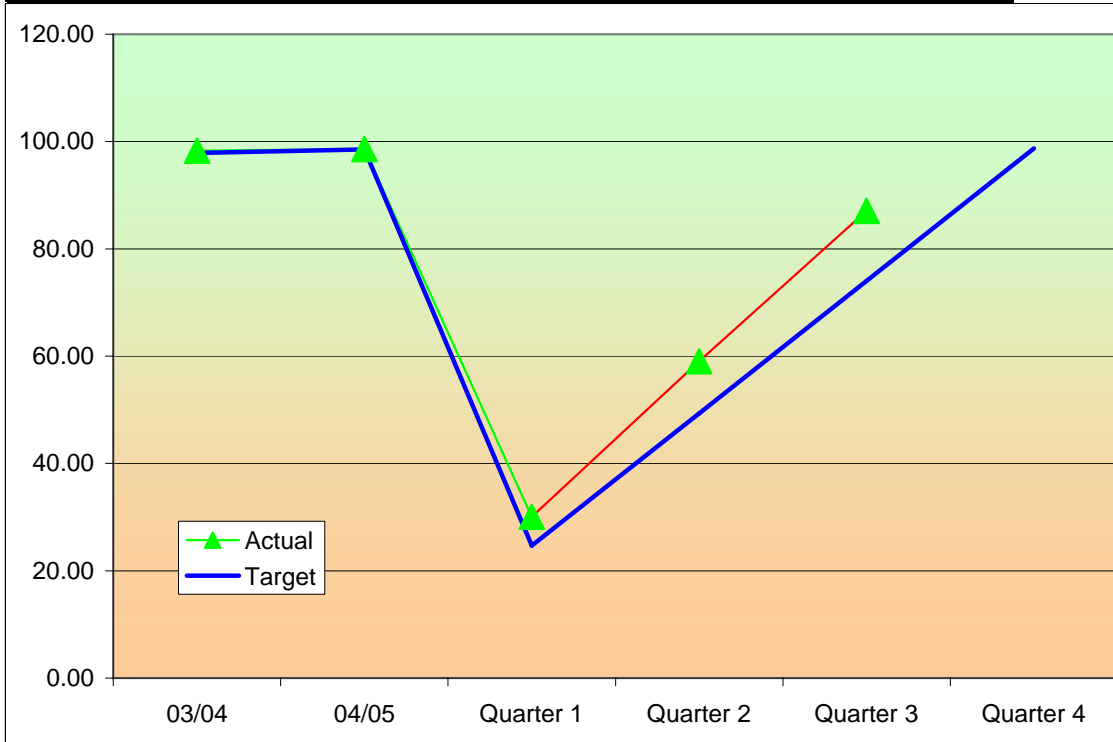
This indicator reflects the percentage of Council Tax collected by the revenues department within the quarter. The figure represents the cumulative proportion of the target collected. It is monitored on a weekly basis through team meetings where actions are discussed on any issues on collection.


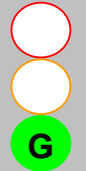
There have been a number of factors that have influenced the collection rate in 2005/06 these were: the delay in the issue of payment books in April-May 2005 and the implementation and subsequent testing issues with the new server in Oct - Nov 2005.

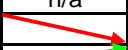
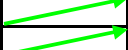

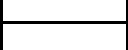
Top Quartile for Quarter 3 = 73.88%

Planned Action

Over the next 12-18 months the Council Tax & NNDR payment profiles are to be analysed in more detailed in order to extrapolate a daily target for monitoring. This will enable more accurate and timely monitoring of the target.



4	BVPI 10 - Percentage of Non-domestic Rates collected				
The percentage of national non-domestic rates collected by the Authority in the year.		Trend			
Indicator Owner	Jayne Pickering - Head of Financial Services	Current variation from target	18.11%		

Performance (Cumulative, percentage, bigger is better)						
10	Target	Actual	Performance	Trend	Variation	Quartile
03/04	98.60	98.30	A	n/a	-0.30%	n/a
04/05	98.60	97.60	A		-1.01%	4
Quarter 1	24.78	27.30	G		10.17%	1
Quarter 2	49.56	60.10	G		21.27%	1
Quarter 3	74.34	87.80	G		18.11%	1
Quarter 4	99.12					
05/06	99.12					

Comments

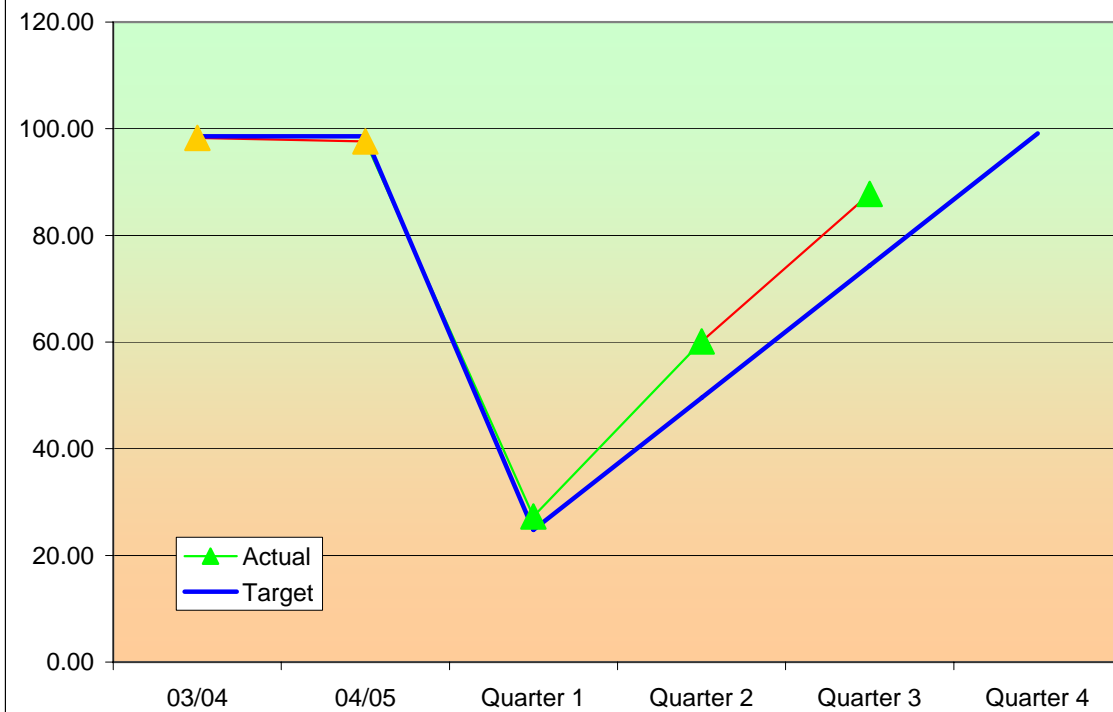
This indicator reflects the percentage of NNDR collected by the revenues department within the quarter. The figure represents the cumulative proportion of the target collected. It is monitored on a weekly basis through team meetings where actions are discussed on any issues on collection.



There have been a number of factors that have influenced the collection rate in 2005/06 these were: the delay in the issue of payment books in April-May 2005 and the implementation and subsequent testing issues with the new server in Oct - Nov 2005.



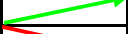

Top Quartile for Quarter 3 = 74.4%

Planned Action

Over the next 12-18 months the Council Tax & NNDR payment profiles are to be analysed in more detailed in order to extrapolate a daily target for monitoring. This will enable more accurate and timely monitoring of the target.



5	BVPI 11 - Top 5% of earners			
11a - the percentage of top-paid 5% of local authority staff who are women.		Trend		
Indicator Owner		Clare Armour - Interim Head of Human Resources & Organisational Development	Current variation from target	-24.27%

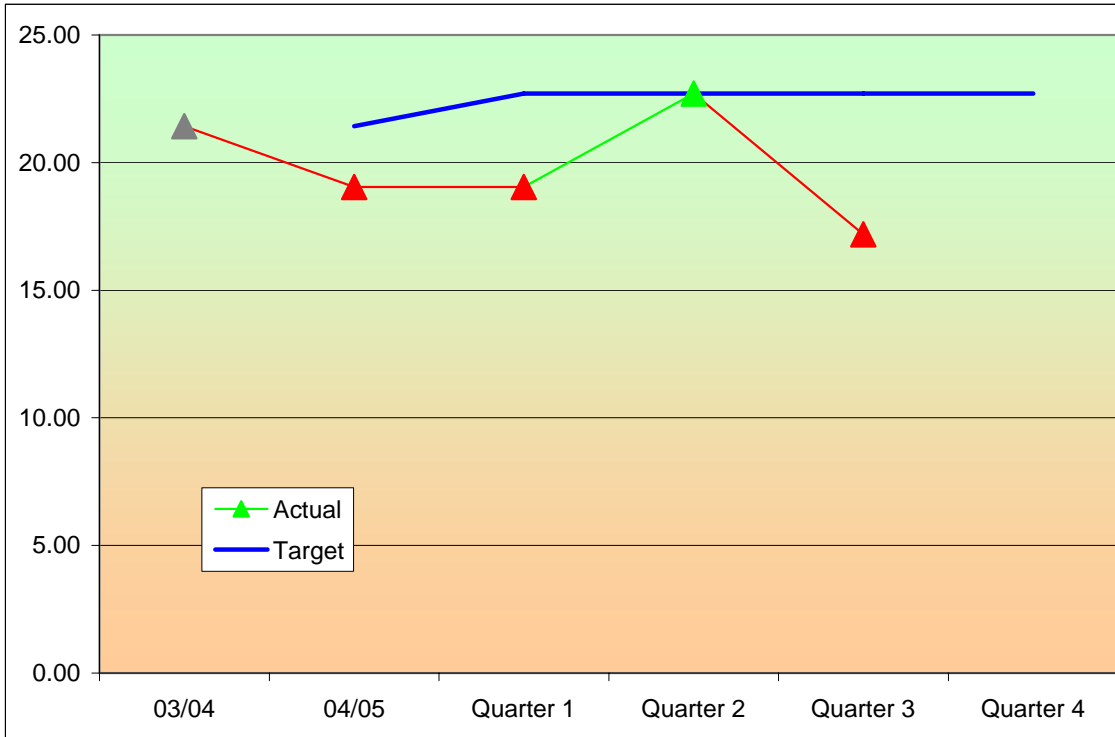
Performance (Latest, percentage, bigger is better)						
11a	Target	Actual	Performance	Trend	Variation	Quartile
03/04	n/a	21.43	n/a	n/a	n/a	n/a
04/05	21.43	19.05	R		-11.11%	3
Quarter 1	22.70	19.05	R		-16.08%	3
Quarter 2	22.70	22.70	G		0.00%	3
Quarter 3	22.70	17.19	R		-24.27%	3
Quarter 4	22.70					
05/06	22.70					

Comments

The Council cannot positively discriminate in order to improve this BVPI, what it must do is ensure that its recruitment and retention policies encourage women to apply for posts with the council. For information the new Head of e-Government and Customer Services, who starts on 20th March, is a woman which will improve our performance. The review of our recruitment and retention policies, which will include a review of positive action, is contained within our HR Strategy.

Top Quartile for Quarter 3 = 28.93%

Planned Action



5	BVPI 11 - Top 5% of earners			
11b - The percentage of the top-paid 5% of local authority staff who are from an ethnic minority.		Trend	→	R
Indicator Owner		Clare Armour - Interim Head of Human Resources & Organisational Development	Current variation from target	-100%

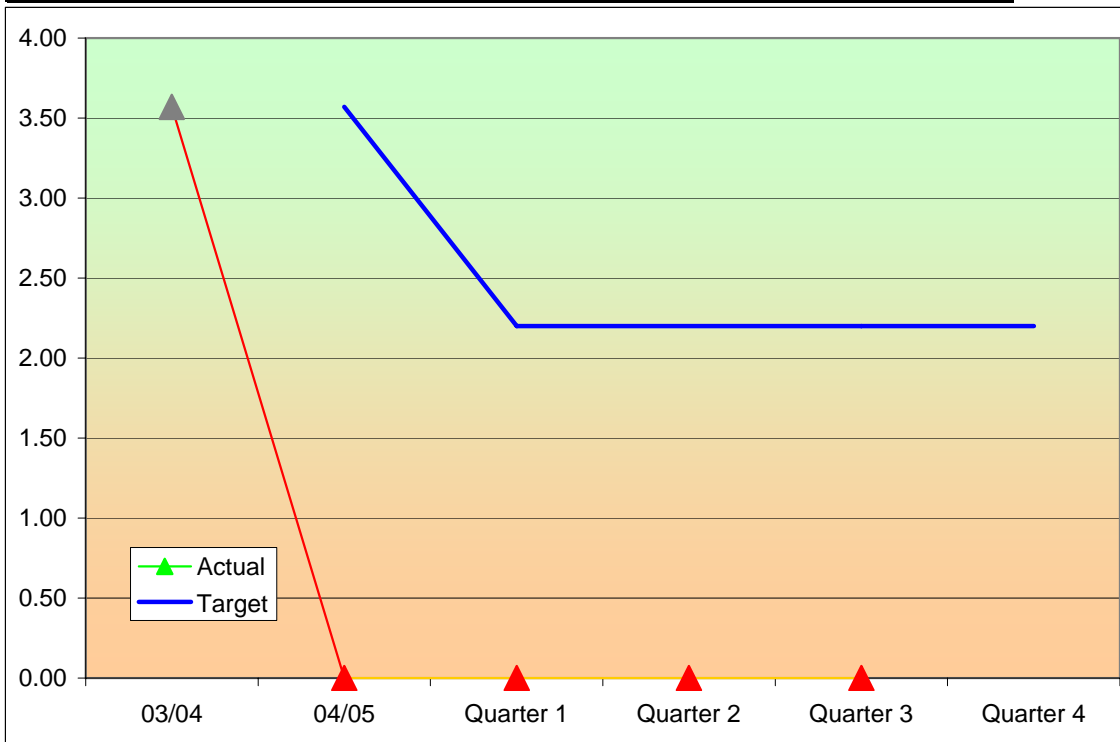
Performance (Latest, percentage, bigger is better)						
11b	Target	Actual	Performance	Trend	Variation	Quartile
03/04	n/a	3.57	n/a	n/a	n/a	n/a
04/05	3.57	0.00	R	→	-100.00%	4
Quarter 1	2.20	0.00	R	→	-100.00%	4
Quarter 2	2.20	0.00	R	→	-100.00%	4
Quarter 3	2.20	0.00	R	→	-100.00%	4
Quarter 4	2.20					
05/06	2.20					

Comments

The Council cannot positively discriminate in order to improve this BVPI, what it must do is ensure that its recruitment and retention policies encourage people from ethnic minorities to apply for posts with the council. The review of our recruitment and retention policies, which will include a review of positive action, is contained within our HR Strategy. The Equalities Forum are also being consulted as part of the review of our Recruitment and Retention Policies, to obtain direct feedback from some of our BME residents.

Top Quartile for Quarter 3 = 1.98%

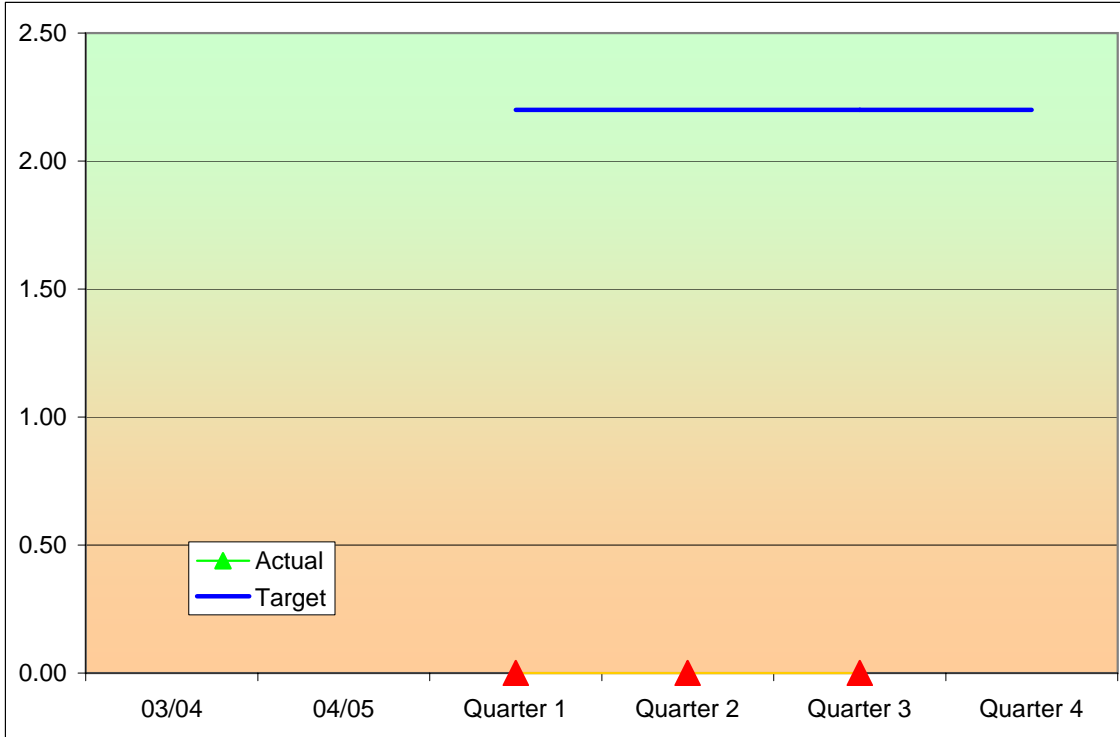
Planned Action



5	BVPI 11 - Top 5% of earners			
11c - The percentage of the top-paid 5% of local authority staff who are have a disability.		Trend		
Indicator Owner		Clare Armour - Interim Head of Human Resources & Organisational Development	Current variation from target	-100%

Performance (Latest, percentage, bigger is better)						
11c	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	2.20	0.00	R	n/a	-100.00%	n/a
Quarter 2	2.20	0.00	R		-100.00%	n/a
Quarter 3	2.20	0.00	R		-100.00%	n/a
Quarter 4	2.20					
05/06	2.20					

Comments
 The Council cannot positively discriminate in order to improve this BVPI, what it must do is ensure that it's recruitment and retention policies encourage people with disabilities to apply for posts with the council. The review of our recruitment and retention policies is contained within our HR Strategy.



Planned Action

6	BVPI 12 - Working days lost due to sickness absence			
The number of working days/shifts lost to the local authority due to sickness absence.		Trend		
Indicator Owner	Clare Armour - Interim Head of Human Resources & Organisational Development	Current variation from target	-8.37%	

Performance (Cumulative, number, smaller is better)						
12	Target	Actual	Performance	Trend	Variation	Quartile
03/04	6.80	8.54	R	n/a	-25.59%	n/a
04/05	8.60	9.08	A		-5.58%	2
Quarter 1	2.23	1.99	G		10.76%	1
Quarter 2	4.46	4.78	A		-7.17%	2
Quarter 3	6.69	7.25	A		-8.37%	3
Quarter 4	8.93					
05/06	8.93					

Comments

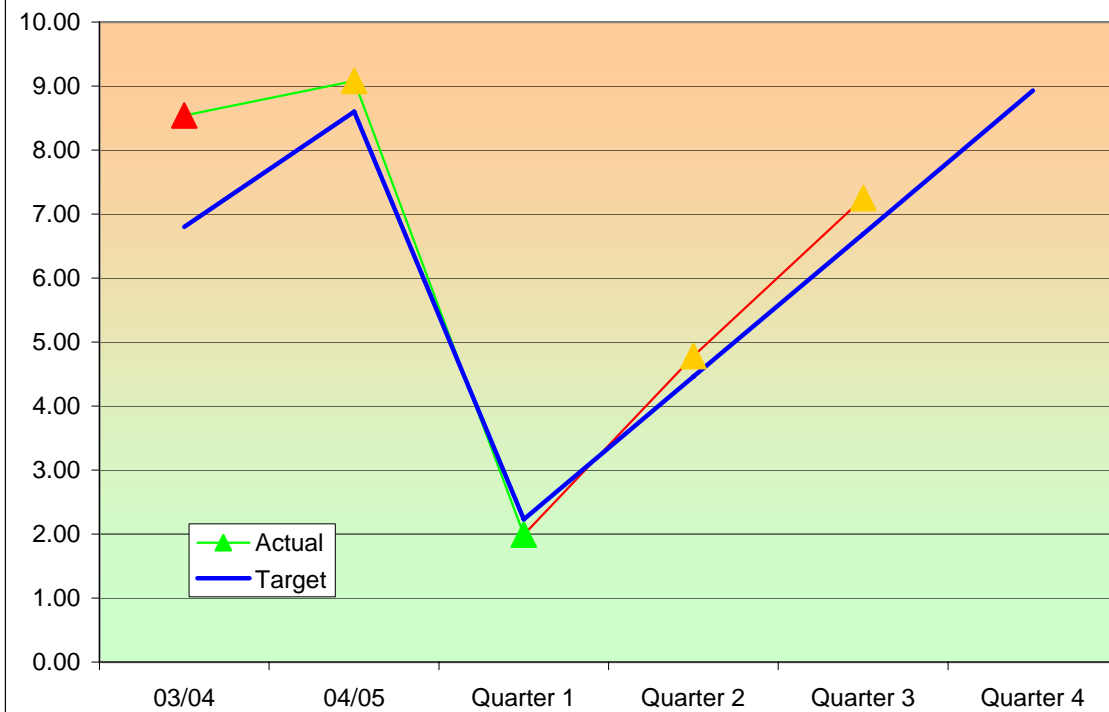
Street Scene & Waste Mgmt have 5 long term sickness cases, which are all supported through Occupational Health. Medical opinion is that suitable temporary alternative positions on light duties (to aid their return to work) are not appropriate in these cases, owing to the manual nature of the Service. This Service has a disproportionate level of ill-health, owing to the heavy manual nature of the duties.

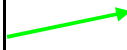
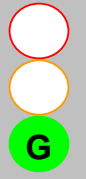
There are also 2 cases of long term ill health within Culture and Community. These are employees within the Leisure Centres and therefore Occupational Health have confirmed that temporary alternative light duties are not appropriate, at present, in these cases, owing to the manual nature of the work.


Top Quartile for Quarter 3 = 6.36

Planned Action

Sickness Absence Management re-training will be delivered to all managers through the new Training & Development Programme during 2006.



7	BVPI 14 - Percentage of early retirements			
The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force.		Trend		
Indicator Owner	Clare Armour - Interim Head of Human Resources & Organisational Development	Current variation from target	100%	

Performance (Latest, percentage, smaller is better)						
14	Target	Actual	Performance	Trend	Variation	Quartile
03/04	n/a	0.54	n/a	n/a	n/a	n/a
04/05	0.18	0.00	G		100.00%	1
Quarter 1	0.14	0.49	R		-250.00%	3
Quarter 2	0.14	1.53	R		-992.86%	4
Quarter 3	0.14	0.00	G		100.00%	2
Quarter 4	0.14					
05/06	0.14					

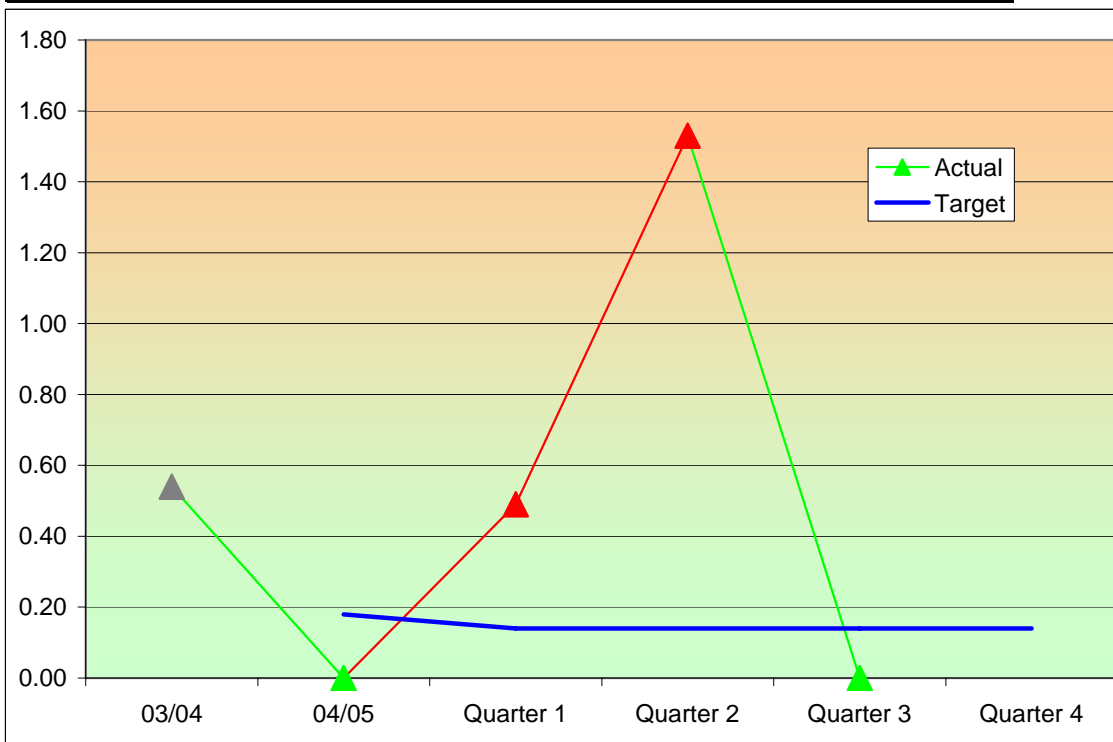
Comments

Quarters 1 & 2 were affected by the restructuring as will quarter 4 be. This was always to be expected with any major restructuring exercise however the position was mitigated as far as possible by the Councils approach to redeployment.

It is not expected that this will be repeated in 2006/07.

Top Quartile for Quarter 3 = 0%

Planned Action



8	BVPI 15 - Percentage of Ill-Health retirements			
The percentage of local authority employees retiring on grounds of ill health as a percentage of the total workforce.		Trend		
Indicator Owner		Clare Armour - Interim Head of Human Resources & Organisational Development	Current variation from target	-100%

Performance (Latest, percentage, smaller is better)						
15	Target	Actual	Performance	Trend	Variation	Quartile
03/04	n/a	0.00	n/a	n/a	n/a	n/a
04/05	0.00	0.00	G		0.00%	2
Quarter 1	0.00	0.25	R		-100.00%	2
Quarter 2	0.00	0.00	G		0.00%	2
Quarter 3	0.00	0.30	R		-100.00%	3
Quarter 4	0.00					
05/06	0.00					

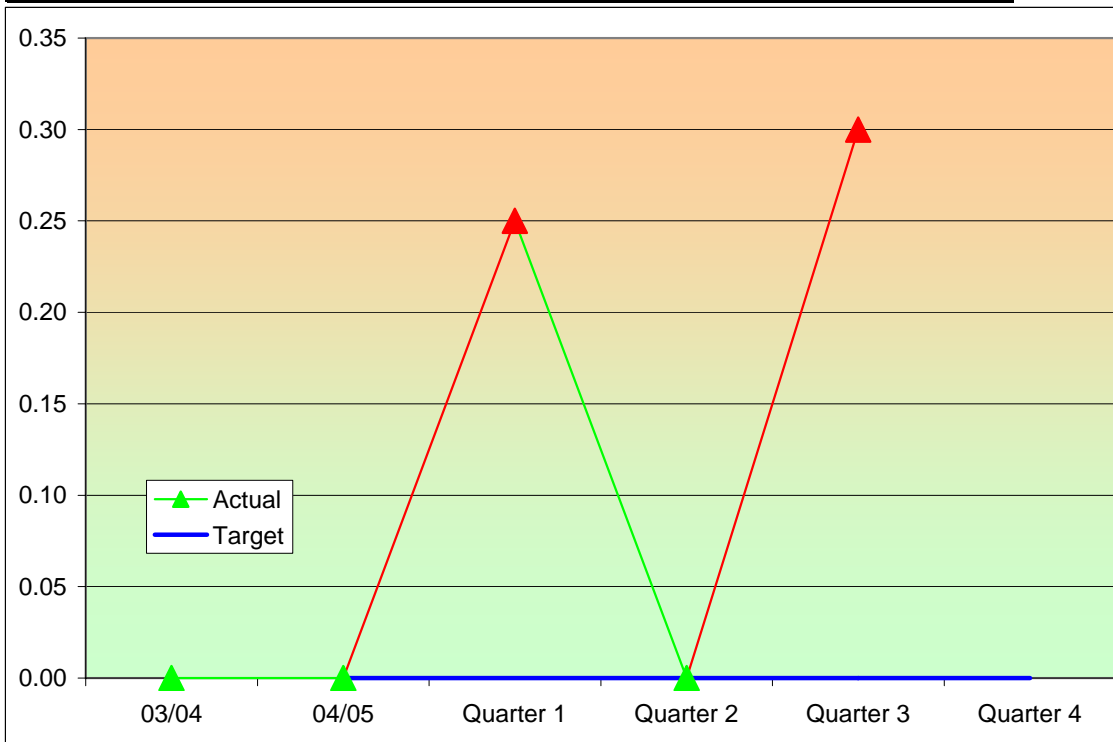
Comments

This represents 2 cases of early retirement - both employees had heart attacks and were unable to permanently resume their duties.

The Council does try to support its employees back to work through the use of Occupational Health and will consider redeployment wherever possible - this was not appropriate in these cases.

Top Quartile for Quarter 3 = 0%

Planned Action



9	BVPI 16 - Disability percentages				
This is an indicator which shows the performance of 16a in proportion to the Census data (BVPI 16b). It expresses as a percentage 16a / 16b. It is this ratio that is monitored by the Audit Commission.		Trend			
Indicator Owner	Clare Armour - Interim Head of Human Resources & Organisational Development	Current variation from target	-73.02%		

Performance (Latest, percentage, bigger is better)						
16	Target	Actual	Performance	Trend	Variation	Quartile
03/04	n/a	3.26	n/a	n/a	n/a	n/a
04/05	18.13	4.69	R		-74.13%	4
Quarter 1	17.05	6.31	R		-62.99%	4
Quarter 2	17.05	4.52	R		-73.49%	4
Quarter 3	17.05	4.60	R		-73.02%	4
Quarter 4	17.05					
05/06	17.05					

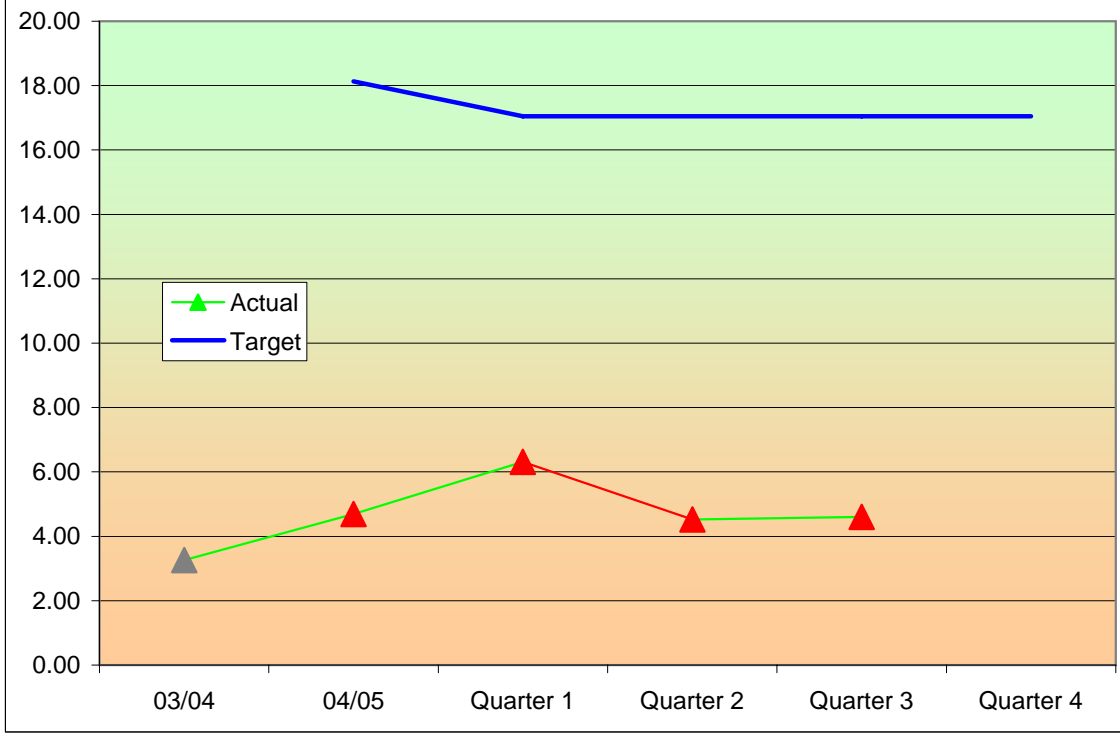
Comments

The percentage of local authority employees with a disability is 0.54% (BVPI 16a)

The percentage of economically active people who have disability from the 2001 census is 11.73% (BVPI 16b)

The Council cannot positively discriminate in order to improve this BVPI, what it must do is ensure that it's recruitment and retention policies encourage people with disabilities to apply for posts with the council. The review of our recruitment and retention policies is contained within our HR Strategy.

Top Quartile for Quarter 3 = 34.77%



Planned Action

10	BVPI 17 - Ethnic Minority percentages			
This is an indicator which shows the performance of 17a in proportion to the Census data (BVPI 17b). It expresses as a percentage 17a / 17b. It is this ratio that is monitored by the Audit Commission.		Trend		
Indicator Owner	Clare Armour - Interim Head of Human Resources & Organisational Development	Current variation from target	-6.03%	

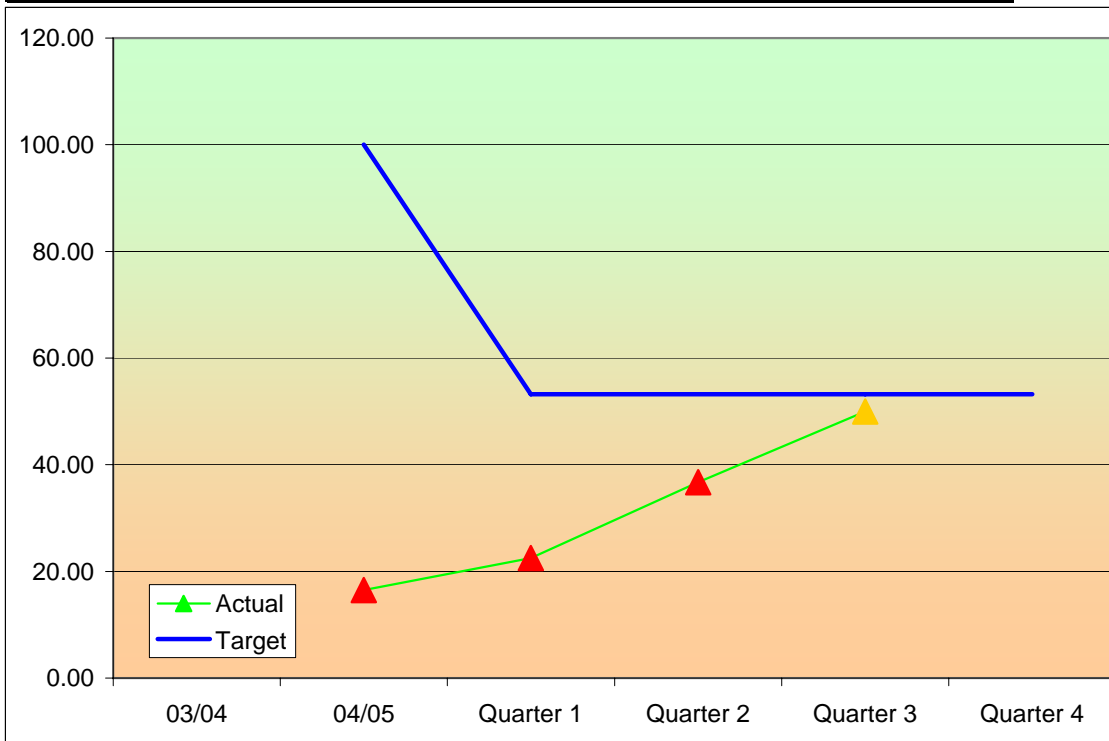
Performance (Latest, percentage, bigger is better)						
17	Target	Actual	Performance	Trend	Variation	Quartile
03/04	n/a	n/a	n/a	n/a	n/a	n/a
04/05	100.00	16.51	R	n/a	-83.49%	4
Quarter 1	53.21	22.48	R		-57.75%	4
Quarter 2	53.21	36.70	R		-31.03%	4
Quarter 3	53.21	50.00	A		-6.03%	3
Quarter 4	53.21					
05/06	53.21					





Comments


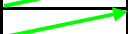

The percentage of local authority employees from ethnic minority communities is 1.09% (BVPI 17a)
 The percentage of economically active people from ethnic minority communities from the 2001 census is 2.18% (BVPI 17b)
 The Council cannot positively discriminate in order to improve this BVPI, what it must do is ensure that its recruitment and retention policies encourage people from ethnic minorities to apply for posts with the council. The review of our recruitment and retention policies, which will include a review of positive action, is contained within our HR Strategy. The Equalities Forum are also being consulted as part of the review of our Recruitment and Retention Policies, to obtain direct feedback from some of our BME residents.

Top Quartile for Quarter 3 = 108.5%

Planned Action



11	BVPI 157 - E-government: E-enabled interactions			
The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery.		Trend		
Indicator Owner	Chris Morrison - Head of E-Government & Customer Services	Current variation from target	-29.66%	 

Performance (Latest, percentage, bigger is better)						
157	Target	Actual	Performance	Trend	Variation	Quartile
03/04	75.00	51.00	R	n/a	-32.00%	n/a
04/05	75.00	63.95	R		-14.73%	2
Quarter 1	100.00	67.23	R		-32.77%	3
Quarter 2	100.00	68.28	R		-31.72%	3
Quarter 3	100.00	70.34	R		-29.66%	3
Quarter 4	100.00					
05/06	100.00					

Comments

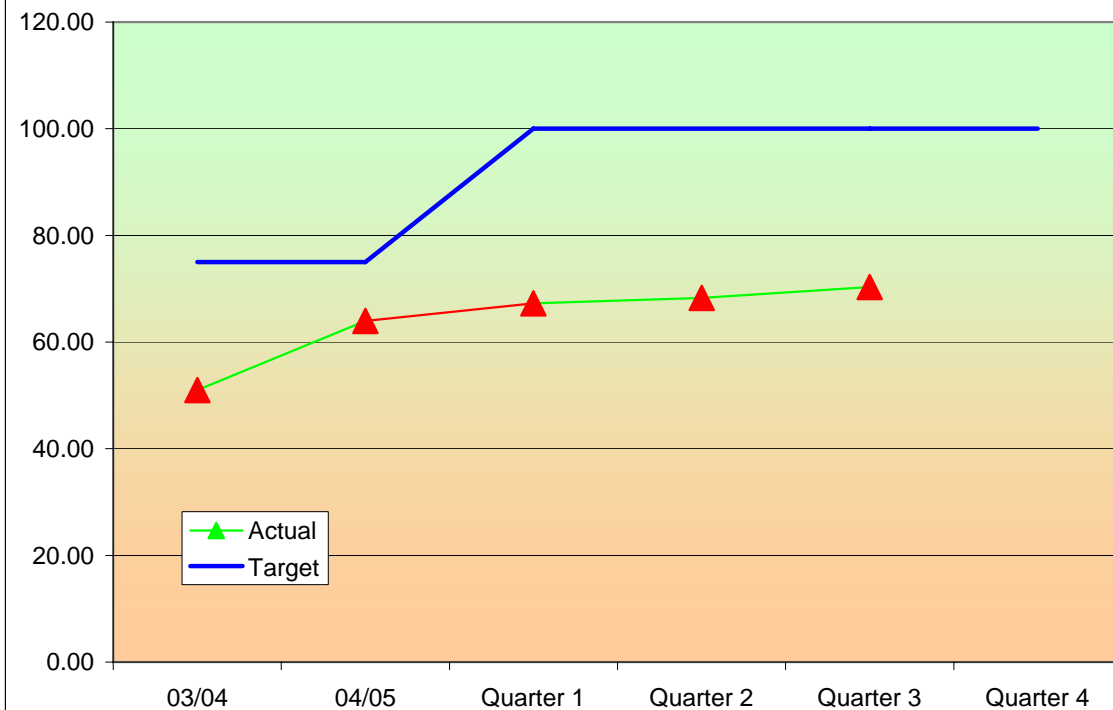
This PI is used to track the progress of BVPI 157 which measures the Councils progress on achieving 100% availability of e-services in line with target date of 31st December 2005.

Top Quartile for Quarter 3 = 84.69%

Planned Action

Action to improve this PI are:-

1. movement of the Council website to WCC as per the Business Plan presented to Council on 10th January 2006 and subsequently adopted progress on this project is monitored via the Project Board & Stakeholder meetings which are held regularly.
2. Development of the Spatial project as a Business case to be present to Council for approval in the near future.



12	LPI Corporate - % reply cards sent in agreed time.			
The percentage of reply cards sent within agreed time to mail received into the Council		Trend		
Indicator Owner	Hugh Bennett - Assistant Chief Executive	Current variation from target	23.25%	

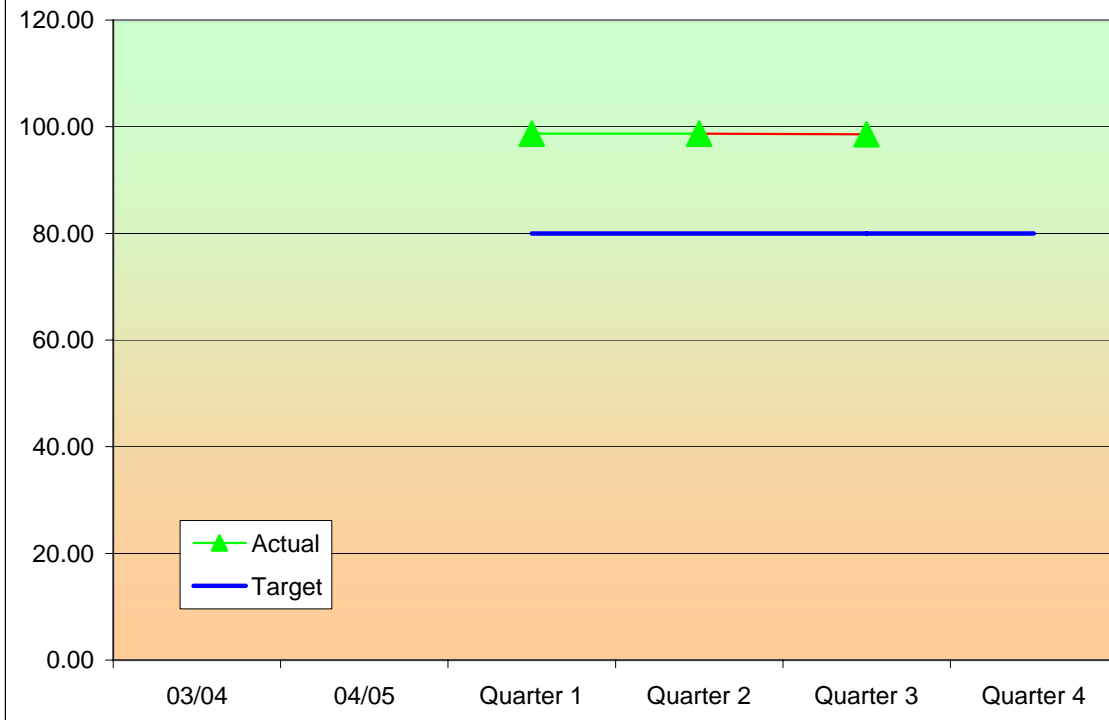
Performance (Cumulative, percentage, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	80.00	98.69	G	n/a	23.36%	n/a
Quarter 2	80.00	98.72	G		23.40%	n/a
Quarter 3	80.00	98.60	G		23.25%	n/a
Quarter 4	80.00					
05/06	80.00					

Comments

Although the figure looks positive, the information on Performance Plus appears to only relate to the Chief Executive's office and the Depot.

Planned Action

The Assistant Chief Executive has arranged a meeting with the staff who established this system on 13 March. Based on the outcome of this meeting, a report is likely to go forward to CMT in early April, setting out the requirements for logging correspondence and staff responsibilities. The first meeting of the Performance Plus User Group takes place on the 15 March. The Group's agenda will include looking at ensuring the information on Performance Plus is brought up to date.



13	LPI Corporate - % of full responses sent within 10 days			
The percentage of full responses sent within 10 working days to mail received into the Council		Trend		
Indicator Owner	Hugh Bennett - Assistant Chief Executive	Current variation from target	-12.60%	

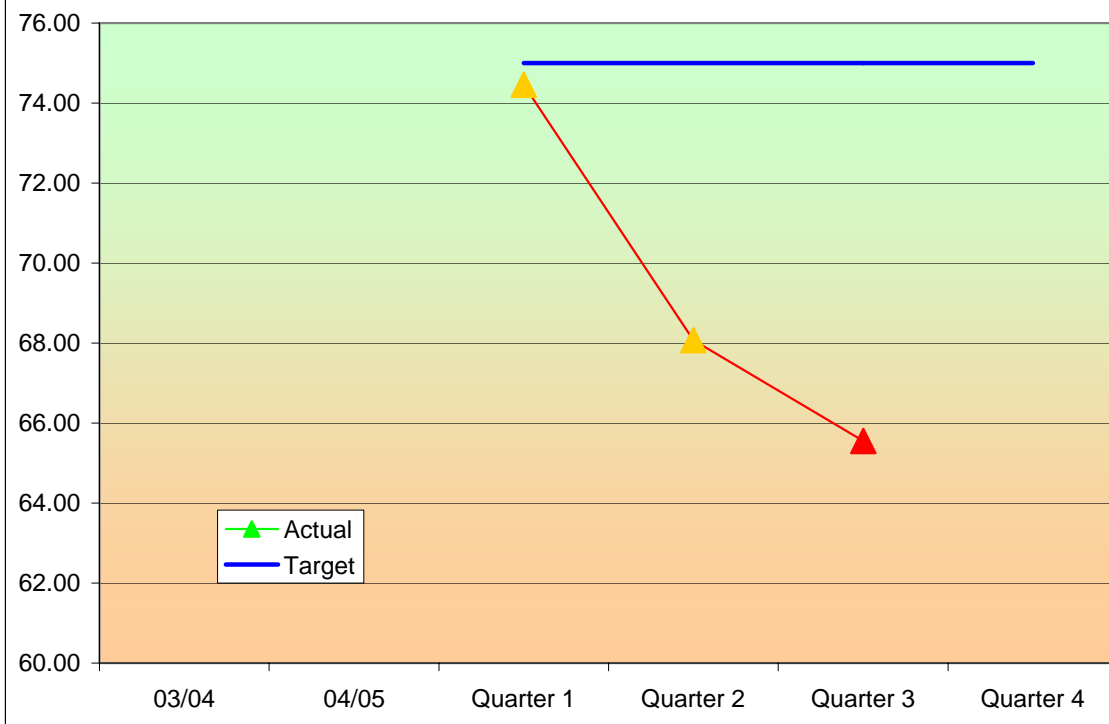
Performance (Cumulative, percentage, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	75.00	74.46	A	n/a	-0.72%	n/a
Quarter 2	75.00	68.07	A		-9.24%	n/a
Quarter 3	75.00	65.55	R		-12.60%	n/a
Quarter 4	75.00					
05/06	75.00					

Comments

Performance is worsening and the information on Performance Plus appears to only relate to the Chief Executive's office and the Depot. The quarter 1 figures suggests the target is realistic; however, the lack of data on Performance Plus and worsening performance suggests that this area requires management focus to reinforce the importance of delivering this target.

Planned Action

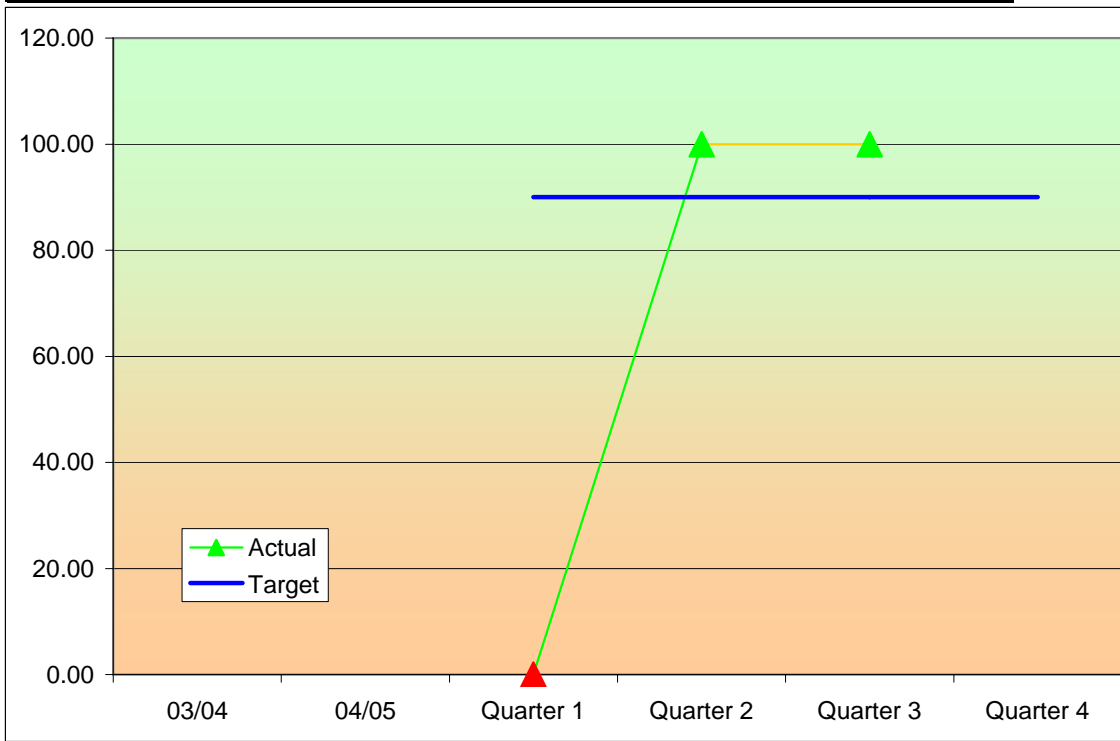
The Assistant Chief Executive has arranged a meeting with the staff who established this system on 13 March. Based on the outcome of this meeting, a report is likely to go forward to CMT in early April, setting out the requirements for logging correspondence and staff responsibilities. The first meeting of the Performance Plus User Group takes place on the 15 March. The Group's agenda will include looking at ensuring the information on Performance Plus is brought up to date.



14	LPI Legal Services - % of Housing Benefit Court Proceedings begun within 10 days			
Indicator reports the percentage of proceedings to recover overpaid Housing Benefit which are commenced within 10 working days of full information enabling the case to start.		Trend	→	○
Indicator Owner		Andrew Burton - Head of Legal & Democratic Services	Current variation from target	11.11% ○ G

Performance (Latest, percentage, bigger is better)						
	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	0.00	R	n/a	-100.00%	n/a
Quarter 2	90.00	100.00	G	→	11.11%	n/a
Quarter 3	90.00	100.00	G	→	11.11%	n/a
Quarter 4	90.00					
05/06	90.00					

Comments
 Good performance in an important area of the Section's work supporting the Revenues & Benefits service.



Planned Action

15	LPI Financial Services - Financial monitoring reports sent to members			
This indicator represents the percentage of financial monitoring information that has been presented to members within the locally set deadline.		Trend		
Indicator Owner	Jayne Pickering - Head of Financial Services	Current variation from target	0.00%	

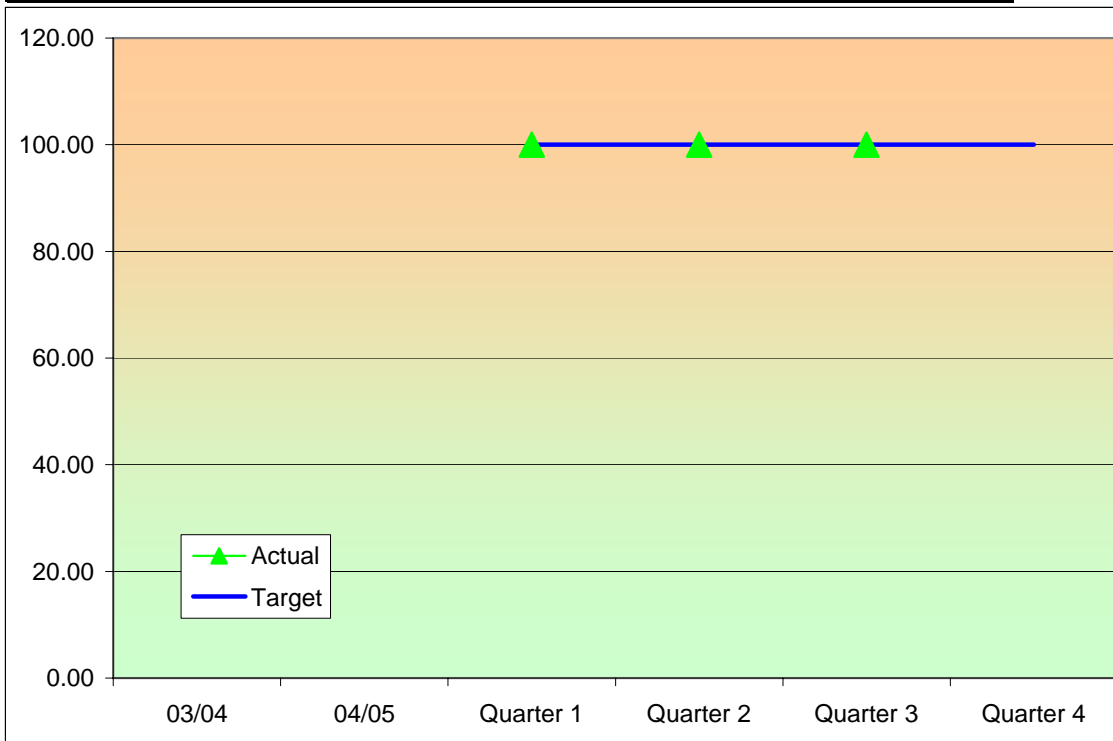
Performance (Latest, percentage, smaller is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	100.00	100.00	G	n/a	0.00%	n/a
Quarter 2	100.00	100.00	G		0.00%	n/a
Quarter 3	100.00	100.00	G		0.00%	n/a
Quarter 4	100.00					
05/06	100.00					




Comments

The financial reports are submitted and presented to members on a quarterly basis. This indicator demonstrates the performance of the team in reporting the financial position for both revenue and capital items. Financial monitoring statements are sent to budget holders on a monthly basis for their consideration and areas of concern are highlighted for future action. The information obtained from regular meetings with budget holders is used to prepare the most information financial statements available for members.

Planned Action

The reports are to be reviewed as to the format and content during quarter 2 of 2006/07. During 2006/07 there is an aim to link the performance management information with the financial information to give members a true reflection of the standing of all activities within the Council.



16	LPI Financial Services - Number of days to do bank reconciliations			
This represents the number of days that it takes to complete system reconciliations of the general bank account for the Council.		Trend		
Indicator Owner		Current variation from target	6.80%	
Jayne Pickering - Head of Financial Services				

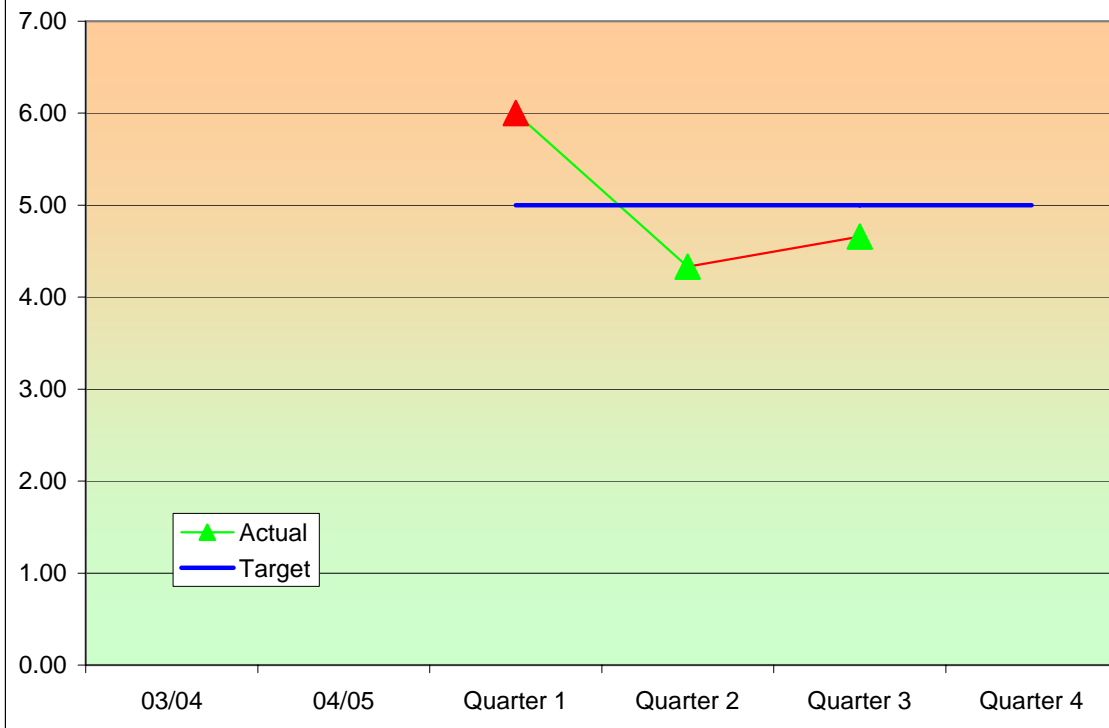
Performance (Latest, number, smaller is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	5.00	6.00	R	n/a	-20.00%	n/a
Quarter 2	5.00	4.33	G		13.40%	n/a
Quarter 3	5.00	4.66	G		6.80%	n/a
Quarter 4	5.00					
05/06	5.00					

Comments

The indicator relates to the number of days that the finance team takes after month end to complete a full reconciliation of the general bank account. The preparation and accuracy of the system reconciliations has been an issue for a number of years from both internal and external audit and therefore the indicators are in place to ensure the records are kept up to date. The factors effecting the number of days include payments received that are not clearly identified or the delay in information being obtained from the bank. (currently we do not have access to on-line banking)

Planned Action

There are still a number of projects that are underway that will improve the reconciliations. These include on-line banking which is currently being implemented and the review and reimplementation of elements of the cash receipting system (Radius) that will improve the automation of the allocation of the cash into the general ledger. There will continue to be an ongoing review of the processes and targets achieved for the bank reconciliation with the aim to improve the target to 4 working days during 2006/07. The reconciliations will all be monitored within one local target relating to system recs during 2006/0



17	LPI Financial Services - Number of days to do income reconciliations			
This represents the number of days that it takes to complete reconciliations of the cash systems for the Council.		Trend		
Indicator Owner	Jayne Pickering - Head of Financial Services	Current variation from target	80.00%	

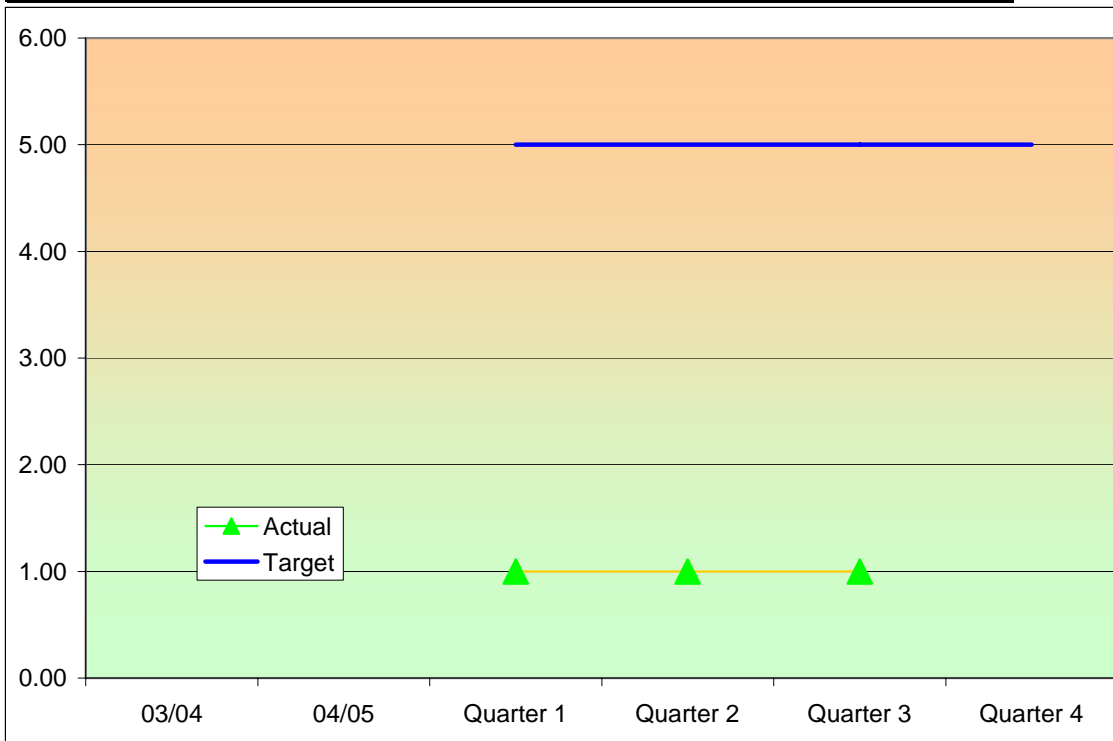
Performance (Latest, number, smaller is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	5.00	1.00	G	n/a	80.00%	n/a
Quarter 2	5.00	1.00	G		80.00%	n/a
Quarter 3	5.00	1.00	G		80.00%	n/a
Quarter 4	5.00					
05/06	5.00					





Comments

The indicator relates to the number of days that the finance team takes after month end to complete a full reconciliation of the cash collected by the Council. This reconciliation includes all cash received from the councils operations - leisure centres / customer service centre and the allocation of this cash into the general ledger. The preparation and accuracy of the system reconciliations has been an issue for a number of years from both internal and external audit and therefore the indicators are in place to ensure the records are kept up to date.

Planned Action

The review and reimplementation of elements of the cash receipting system (Radius) that will improve the automation of the allocation of the cash into the general ledger. This will reduce the need for the number of manual postings and processes that are currently undertaken to achieve the income reconciliation. There will continue to be an ongoing review of the processes and targets achieved for the income reconciliation with the aim to improve the target to 4 working days during 2006/07. The reconciliations will all be monitored within one local target relating to system recs during 2006/07.

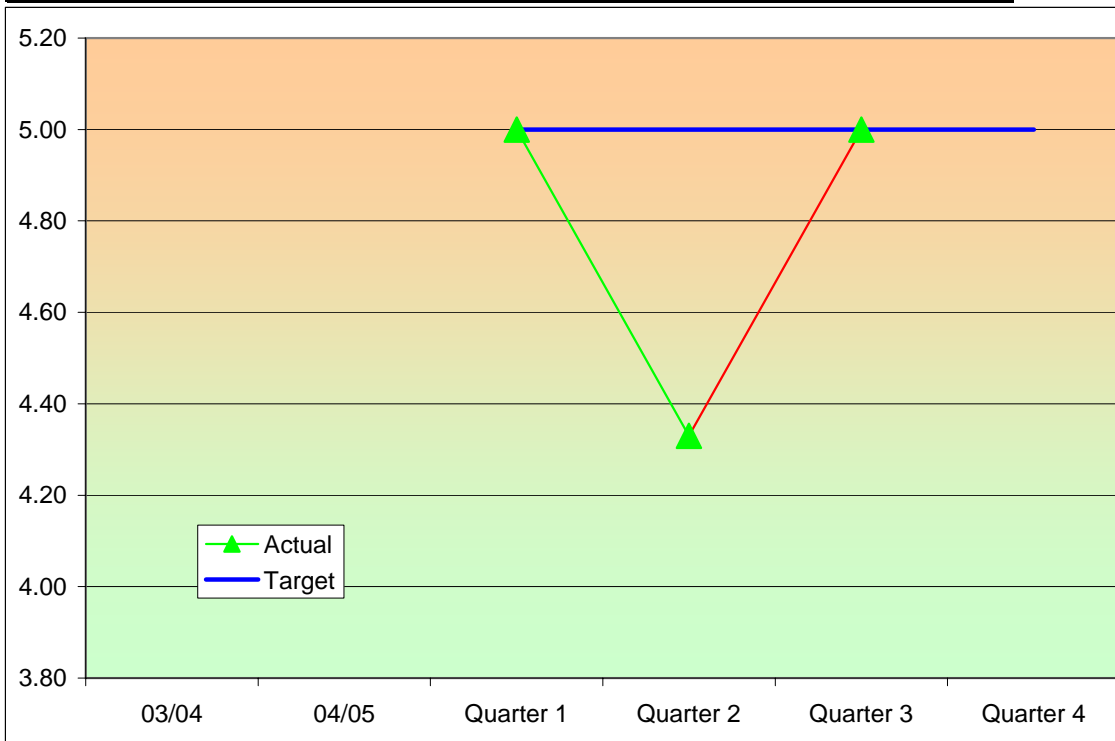


18	LPI Financial Services - Number of days to do payroll reconciliations			
This represents the number of days that it takes to complete reconciliations of the payroll systems for the Council.		Trend		
Indicator Owner		Current variation from target	0.00%	 
Jayne Pickering - Head of Financial Services				

Performance (Latest, number, smaller is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	5.00	5.00	G	n/a	0.00%	n/a
Quarter 2	5.00	4.33	G		13.40%	n/a
Quarter 3	5.00	5.00	G		0.00%	n/a
Quarter 4	5.00					
05/06	5.00					

Comments

The indicator relates to the number of days that the finance team takes after month end to complete a full reconciliation of the payroll by the Council. This reconciliation includes the balancing of the payroll system, BACS payments, payroll deductions and pension and tax calculations into the general ledger. The preparation and accuracy of the system reconciliations has been an issue for a number of years from both internal and external audit and therefore the indicators are in place to ensure the records are kept up to date.

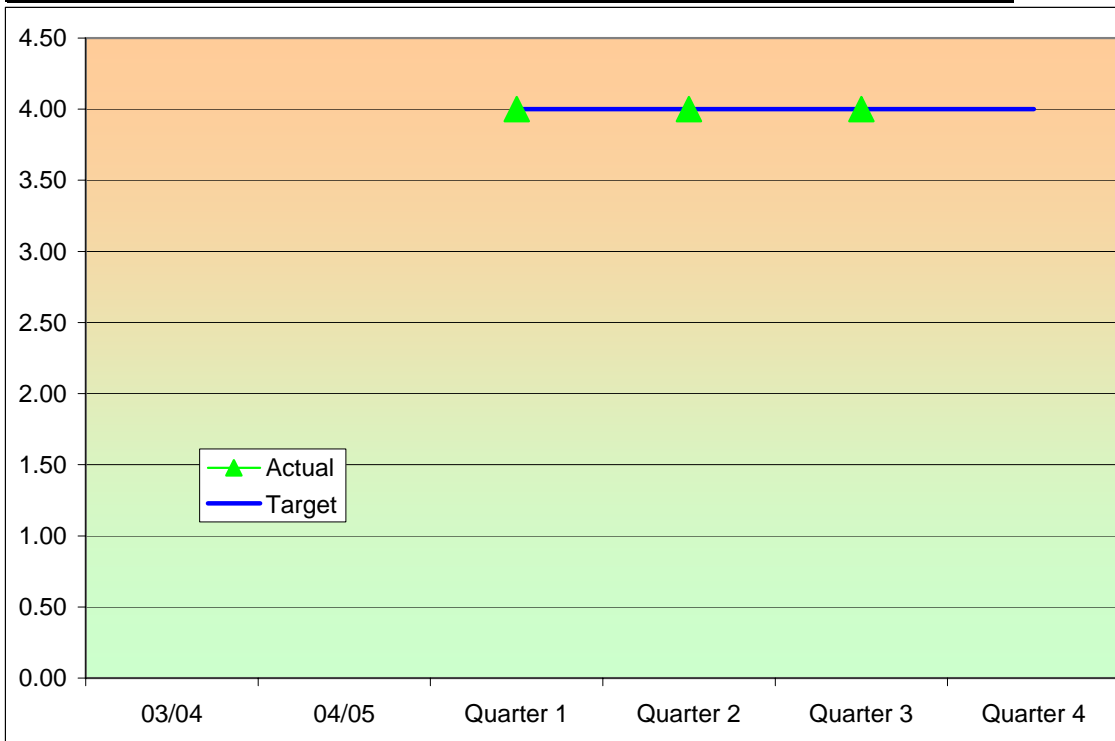


Planned Action

There will continue to be an ongoing review of the processes and targets achieved for the payroll reconciliation with the aim to improve the target to 4 working days during 2006/07. The reconciliations will all be monitored within one local target relating to system reconciliations during 2006/07.

19	LPI Financial Services - Number of weeks to do NDR & CTax reconciliations				
This represents the number of weeks that it takes to complete reconciliations of the NNDR accounting systems for the Council.		Trend			
Indicator Owner	Jayne Pickering - Head of Financial Services	Current variation from target	0.00%		

Performance (Latest, number, smaller is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	4.00	4.00	G	n/a	0.00%	n/a
Quarter 2	4.00	4.00	G		0.00%	n/a
Quarter 3	4.00	4.00	G		0.00%	n/a
Quarter 4	4.00					
05/06	4.00					



Comments

The indicator demonstrates the performance of the finance team in reconciling the NNDR accounts for the Council.





The period of time for the reconciliation to be complete is within a month from year end as there is a high degree of analytical investigation between the Academy, cash and Agresso systems.



Planned Action

The review and reimplementation of elements of the cash receipting system (Radius) that will improve the automation of the allocation of the cash into the general ledger and into the Academy system which in turn will improve the time spent on this reconciliation.

There will continue to be an ongoing review of the processes and targets achieved for the income reconciliation with the aim to improve the target during 2006/07.

The reconciliations will all be monitored within one local target relating to system reconciliations during 2006/07

20	LPI Financial Services - % of audit assignments completed in timescale			
This indicator reflects the percentage of audit assignments completed within agreed timescales		Trend		
Indicator Owner		Current variation from target	-25.56%	 
Jayne Pickering - Head of Financial Services				

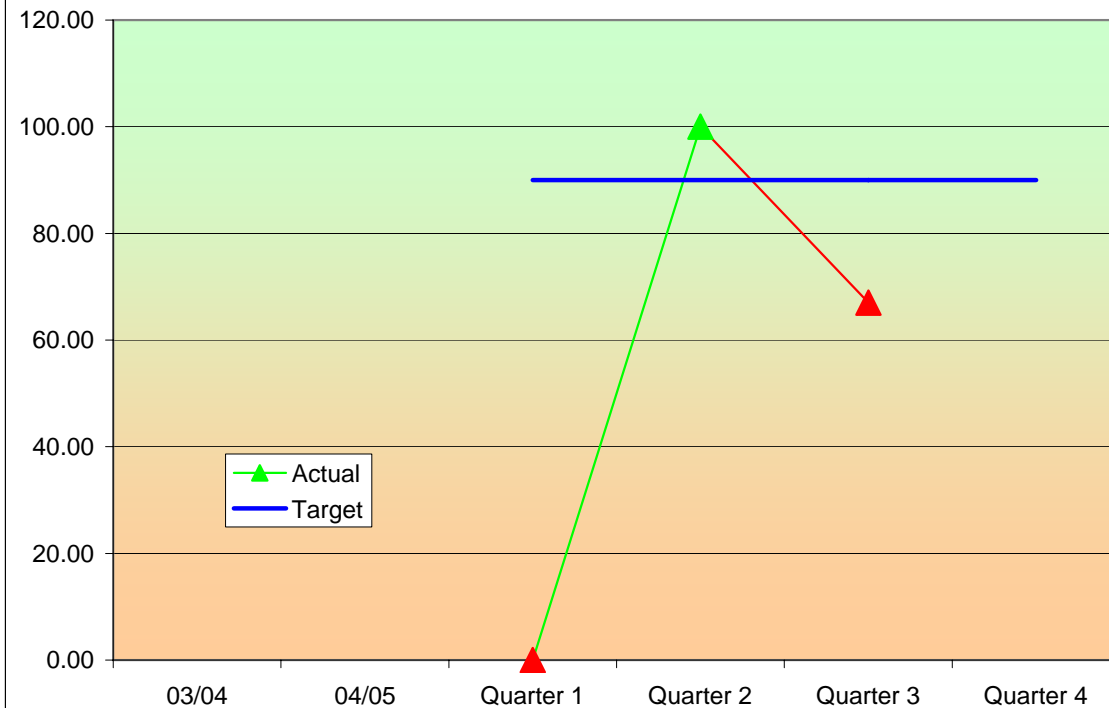
Performance (Latest, percentage, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	90.00	0.00	R	n/a	-100.00%	n/a
Quarter 2	90.00	100.00	G		11.11%	n/a
Quarter 3	90.00	67.00	R		-25.56%	n/a
Quarter 4	90.00					
05/06	90.00					





Comments

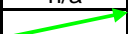

The indicator is used to demonstrate the performance of the audit team in completing the audit assignments with the agreed timeline. The timescale is different for each audit depending on the level of expertise/ risk associated with the audit being undertaken. The quarter shows a reduction in the performance from 100% to 67% this is due to partly the reset of the plan in Quarter 2 to reflect the actual timeline during April - Sept. However the main reason is due to the vacancies within the audit team (currently 50%) together with the implementation of the new procedures and processes that are now being adhered to.

Planned Action

The recruitment of the staff has commenced - the new posts will be filled by part qualified auditors to ensure a high quality and turnaround of audit assignments. The new processes and procedures are now fully documented for use by the team. With a full year of information regarding the time taken on assignments we will be looking to continually review the performance of individual members of the team.



21	LPI Financial Services - % of the scheduled audit plan delivered			
This indicator reflects the percentage of audit plan delivered within period.		Trend		
Indicator Owner	Jayne Pickering - Head of Financial Services	Current variation from target	-60.29%	 

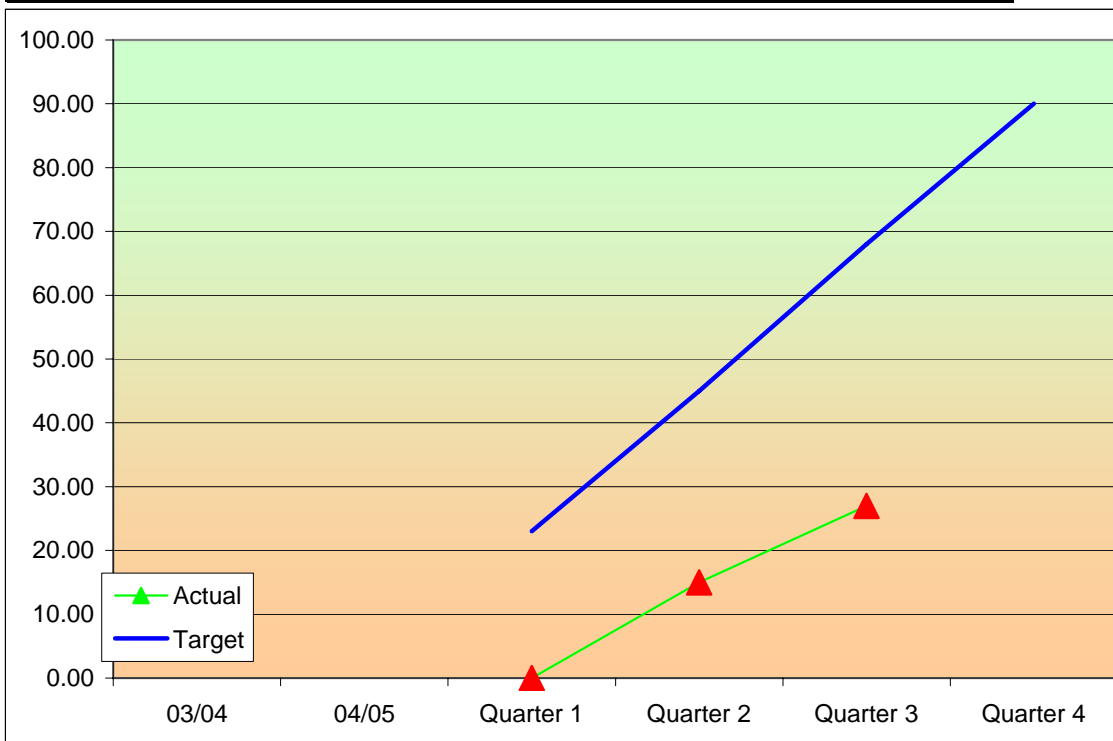
Performance (Cumulative, percentage, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	23.00	0.00	R	n/a	-100.00%	n/a
Quarter 2	45.00	15.00	R		-66.67%	n/a
Quarter 3	68.00	27.00	R		-60.29%	n/a
Quarter 4	90.00					
05/06	90.00					

Comments

The audit plan is agreed and approved at the start of the financial year. During the year the plan is reviewed to assess implications of additional work / delays in audits. The actual has been under performing to that expected during 2005/06 due to the vacancies of staff within the team (50%) and the implementation of the new processes and procedures that will take up to 12 months to be fully embedded into the culture of the team.

Planned Action

The recruitment of the staff has commenced - the new posts will be filled by part qualified auditors to ensure a high quality of audits undertaken. The improvements in corporate processes have reduced the level of ad-hoc audits which detracted from time available for the approved plan. There will be a continual regular review of the plan.



22	LPI Human Resources - % of staff appraisals undertaken			
The percentage of staff appraisals (PDRs) undertaken.		Trend	n/a	
Indicator Owner	Clare Armour - Interim Head of Human Resources & Organisational Development	Current variation from target	-43.00%	

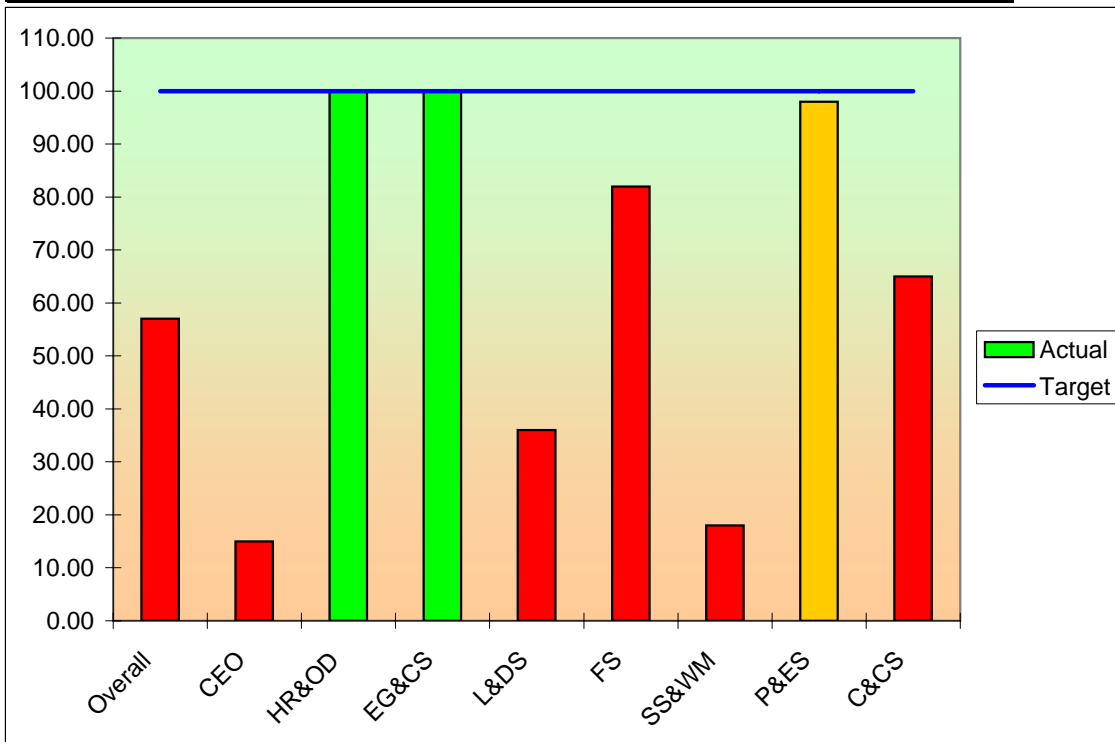
Performance (Latest, percentage, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	0.00	n/a	n/a	n/a	n/a	n/a
Quarter 2	0.00	n/a	n/a	n/a	n/a	n/a
Quarter 3	100.00	57.00	R	n/a	-43.00%	n/a
Quarter 4	100.00					
05/06						

Comments


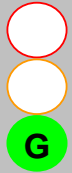
Target date for completion of all PDRs was changed to 17th February 2006 from 31st December 2006.

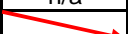
The figures being reported are the numbers as at 28th February 2006, prior to this date the numbers of completed PDRs was not monitored.

The graph shows the latest quarters figures for each department.



Planned Action

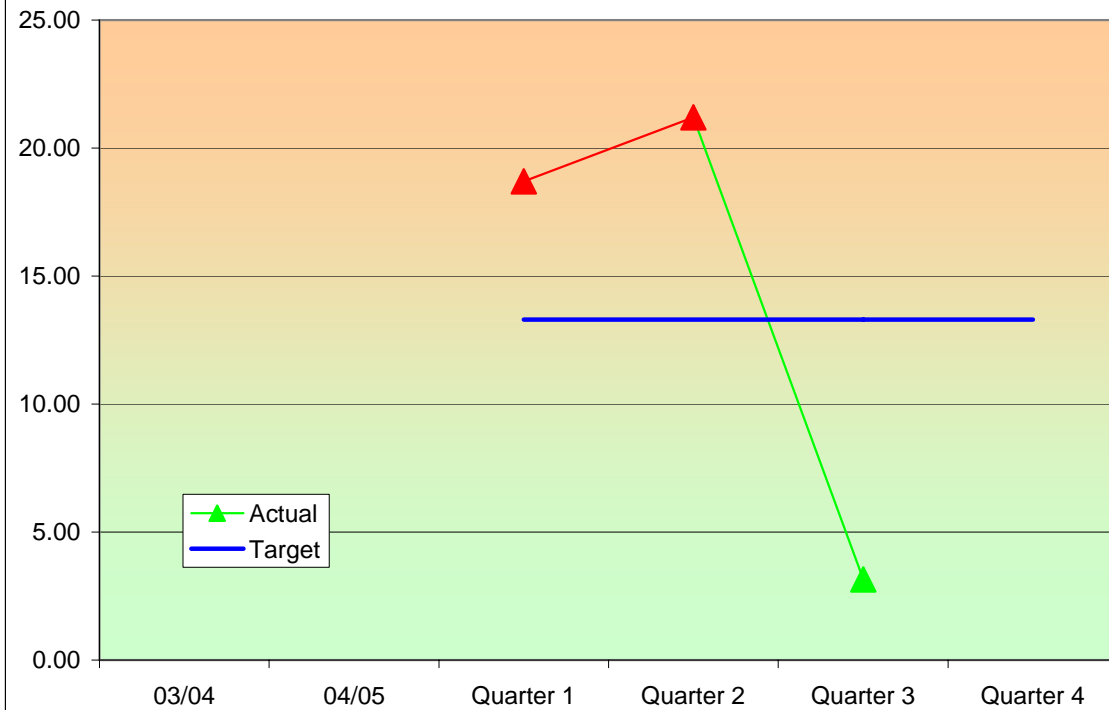
23	LPI Human Resources - % of staff turnover			
The percentage of staff turnover. This is the number of changes in personnel expressed as a percentage of the total number of employees.		Trend		
Indicator Owner	Clare Armour - Interim Head of Human Resources & Organisational Development	Current variation from target	76.32%	


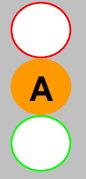
Performance (Latest, percentage, smaller is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	13.30	18.70	R	n/a	-40.60%	n/a
Quarter 2	13.30	21.20	R		-59.40%	n/a
Quarter 3	13.30	3.15	G		76.32%	n/a
Quarter 4	13.30					
05/06	13.30					


Comments

The review of our recruitment and retention policies is contained within our HR Strategy.

Planned Action

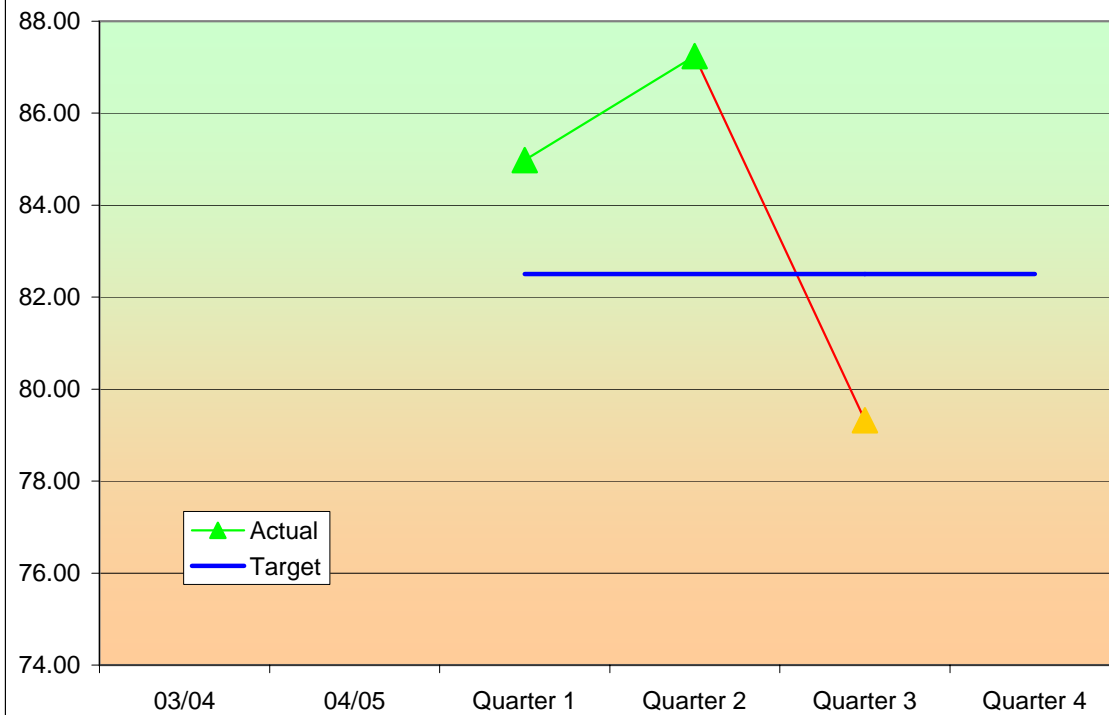


24	LPI IT Services - Percentage of helpdesk calls closed within timescales			
The percentage of IT helpdesk calls that have been closed within timescales		Trend		
Indicator Owner	Chris Morrison - Head of E-Government & Customer Services	Current variation from target	-3.85%	

Performance (Latest, percentage, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
03/04	New	New	New	New	New	New
04/05	New	New	New	New	New	New
Quarter 1	82.50	84.98	G	n/a	3.01%	n/a
Quarter 2	82.50	87.24	G		5.75%	n/a
Quarter 3	82.50	79.32	A		-3.85%	n/a
Quarter 4	82.50					
05/06	82.50					

Comments

Calls closed within timescales during October to December. This figure has reported a drop in performance during the 3rd Quarter.



Planned Action

It was identified that the trend was moving in a downward direction and we have now addressed this by reviewing the helpdesk and how it operates. the last 3 months figures show that we are now moving in the correct direction December 77.16% January 76.45% February 92.53%

BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

20TH MARCH 2006

EXTERNAL AUDITOR'S OPINION ON 2005/06 BVPP

Responsible Member	Cllr Fuller – Chairman of Performance Management Board
Responsible Head of Service	Mr H Bennett – Assistant Chief Executive

1. Summary

- 1.1 The purpose of this report is to bring to the attention of Members the statutory opinion provided by KPMG on the Council's Best Value Performance Plan 2005/06 (BVPP).

2. Recommendation

- 2.1 This report recommends that Members note the content of the report and attachments.

3. Background

- 3.1 As part of the Local Government Act 1999, the Council is required to prepare and publish an annual BVPP and ensure that the auditor's opinion is formally reported to the Council and Members.
- 3.2 Every year the Best Value Performance Indicators are collated by the Council, and are published as part of the Council's Best Value Performance Plan, this is a statutory requirement. The figures that are reported are subject to audit by the Council's external auditors (KPMG). In preparing the 2005/06 BVPP, the figures were reviewed for accuracy and compliance with guidance by the Council's Internal Audit department, which helped to contribute to the opinion provided.
- 3.3 KPMG has provided the Council with an **Unqualified Opinion**. In their opinion "Bromsgrove District Council has prepared and published its Best Value Performance Plan in all significant respects in accordance with section 6 of the Local Government Act 1999 and statutory guidance issued by the Government"
- 3.4 This year there were 3 reservations placed on indicators by KPMG, compared to 9 reservations for the previous year. These reservations were recorded on the Audit Commission's EDC (Electronic Data Collection) web-system, and were placed on indicators where KPMG identified the guidance was not followed, these BVPIs were:
- BV08 – Percentage of invoices paid on time – calculation not in line with guidance
 - BV86 – Cost of household waste collection – financial information not available
 - BV199 – Local street and environmental cleanliness – data was not collected in line with guidance.

- 3.5 The Corporate Communications, Policy & Performance Team are introducing two new working practices to replace the internal audit review. This will not be undertaken this year in order to delegate ownership of the BVPIs to Heads of Service and therefore gain an efficiency saving by removing the double audit of the BVPIs;
- Performance indicator certificates are being introduced for each national BVPI, where the relevant Head of Service signs off the indicator to certify that the figures that they are reporting are accurate and inline with the guidance.
 - A Performance Plus User Group is being set up to aid the progress and development of performance management through the Council.
- 3.6 Also highlighted within the Opinion letter was a list of 29 BVPIs for which there had been a significant variance in performance against the previous year. The list of these is attached at Appendix 1, together with analysis of the direction of variation and a basic explanation.
- 3.7 The review showed that:
- 18 of the 29 (62%) had improved performance;
 - 11 of the 29 (38%) had worsened in performance, an element of these are due to variation becoming significant because the numbers involved are small, e.g. one member of staff leaving.
 - 12 out of 24 (50%) were in the top 2 quartiles (where data is available).
- 3.8 The areas of focus are those indicators that have significantly worsened not due to the above reason and are in the third and fourth quartile. These indicators are:
- BVPI 8 – The percentage of invoices that were paid on time,
 - BVPI 79b – The percentage of recoverable benefit overpayments that were recovered, and
 - BVPI 109a – Percentage of major applications determined within 13 weeks.
- 3.9 All three of these indicators, are currently included within the Council's Top 45 indicator report, and are being monitored by the Board.

4. Financial Implications

None

5. Legal Implications

- 5.1 Section 7(5)(a) of the Local Government Act 1999 requires the auditor's BVPP opinion to be formally reported to the Authority.

Background Papers

Auditor's Statutory Report on the Best Value Performance Plan (KPMG)

Report Author

Name: Steve Clarke – Policy & Performance Officer
E Mail: s.clarke@bromsgrove.gov.uk
Tel: (01527) 881286

Ref	Description	Problem identified	03/04	04/05	% Change	Better/Worse	Quartile	Comment
BV8	% of Invoices paid on time	Reservation on indicator	92.05	84.18	-8.55%	Worse	4	Reservation placed on indicator due to change and error in calculation method by Finance. Included in Corporate Health Indicator Report
BV11b	Top 5% earners from an ethnic minority	Real Change	3.57	0	-100.00%	Worse	2	Member of staff was transferred to BDHT resulting in no staff from ethnic minority in top 5% Included in Corporate Health Indicator Report
BV12	Working days lost due to sickness	Real Change	11.33	9.08	-19.86%	Better	2	Healthier staff Included in Corporate Health Indicator Report
BV14	% Early retirements	Real Change	0.18	0	-100.00%	Better	1	No early retirements approved Included in Corporate Health Indicator Report
BV15	% retirements through ill health	Real Change	0	0.25	n/a	Worse	2	One member of staff left through ill-health Included in Corporate Health Indicator Report
BV16(i)	% of employees with a disability	Real Change	0.36	0.74	105.56%	Better	4	New member of staff started who has disability Included in Corporate Health Indicator Report
BV17(i)	% of employees from an ethnic minority	Real Change	1.16	0.5	-56.90%	Worse	4	Member of staff left who was from ethnic minority Included in Corporate Health Indicator Report
BV156	% of buildings accessible to people with disability	Real Change	63	75	19.05%	Better	1	More buildings were assessed. Included in Corporate Health Indicator Report
BV157	E-Govt: e-enabled interactions	Real Change	51	63.95	25.39%	Better	2	Ongoing work to improve service Included in Corporate Health Indicator Report
BV64	Vacant dwellings returned to use	Real Change	3	2	-33.33%	Worse	3	One less house repaired. Included in Top 45 Report
BV183(i)	Length of stay in temporary acomodation B&B	Real Change	0	1	n/a	Worse	1	Included in Top 45 Report
BV76b	Housing Benefit Security - Investigators	Real Change	0.18	0.26	44.44%	Better	N/A	Included in Top 45 Report

Ref	Description	Problem identified	03/04	04/05	% Change	Better/Worse	Quartile	Comment
BV76c	Housing Benefit Security - Investigations	Real Change	67.63	56.84	-15.95%	Worse	2	Included in Top 45 Report
BV78b	Average days to process change in circumstances for benefit claim	Real Change	18.94	14.92	-21.22%	Better	4	Included in Top 45 Report
BV79b	% of recovery of overpaid benefit	Real Change	41.38	28.47	-31.20%	Worse	4	BVPI definition amended for 2005/06 Included in Top 45 Report
BV82a	% household waste recycled	Real Change	10.88	14.51	33.36%	Better	2	Recycling scheme extended Included in Top 45 Report
BV82b	% household waste composted	Real Change	0.4	9.6	2300.00%	Better	1	Recycling scheme extended Included in Top 45 Report
BV84	Household waste collection per household	Real Change	346.7	409.83	18.21%	Worse	3	Recycling scheme extended resulted in heavier rubbish collected specifically glass Included in Top 45 Report
BV91	% Coverage of kerbside recyclable collections	Real Change	14.12	92.63	556.02%	Better	3	Recycling scheme extended Included in Top 45 Report
BV109a	Planning applications: major applications	Real Change	60	48	-20.00%	Worse	3	Included in Top 45 Report
BV109b	Planning applications: minor applications	Real Change	69	81	17.39%	Better	1	Included in Top 45 Report
BV170a	Visits/usage of museums	Real Change	19.9	24.31	22.16%	Better	4	Increase in visitors Included in Top 45 Report
BV170b	Visits/usage of museums in person	Real Change	19.48	23.08	18.48%	Better	4	Increase in visitors Included in Top 45 Report
BV170c	Visits to museums by organised school groups	Real Change	448	539	20.31%	Better	3	Increase in visitors Included in Top 45 Report

Ref	Description	Problem identified	03/04	04/05	% Change	Better/Worse	Quartile	Comment
BV126(i)	Domestic burglaries per 1000 households	Real Change	21.3	13.8	-35.21%	Better	N/A	Reduction in crime Included in Top 45 Report
BV127(i)	Violent crimes per 1000 population	Real Change	18.01	14.4	-20.04%	Better	N/A	Reduction in crime Included in Top 45 Report
BV127b	Violent crimes committed in public place per 1000 population	Real Change	1.49	2.08	39.60%	Worse	N/A	Reduction in crime Included in Top 45 Report
BV127b	Violent crimes committed in public place per 1000 population	Real Change	1.49	2.08	39.60%	Worse	N/A	Reduction in crime Included in Top 45 Report
BV128	Vehicle crimes per 1000 population	Real Change	14.38	11.4	-20.72%	Better	N/A	Reduction in crime Included in Top 45 Report
BV176	Domestic violence refuge places per 10,000 population	Real Change	0.06	0.08	33.33%	Better	2	Running costs (-30%) fell at a greater rate than the grant (-12.5%). BVPI now deleted.

BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

20TH MARCH 2006

RECOVERY PLAN UPDATE – FEBRUARY 2006

Responsible Portfolio Holder	Councillor Mrs Taylor, Portfolio Holder for Recovery & Strategic Partnerships
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive

1. SUMMARY

- 1.1 To report to the Performance Management Board on the progress against the Recovery Plan in February 2006.

2. RECOMMENDATION

- 2.1 That Members consider the attached Recovery Plan update.

3. BACKGROUND

- 3.1 As part of the Council being in voluntary engagement a Recovery Plan was required. Part of the Performance Management Board's remit is to regularly monitor progress against the Recovery Plan.

- 3.2 To aid the monitoring process, three documents are attached which detail progress on a monthly basis. These documents are:

- Four month summary
- Recovery Plan Overview
- Detailed Recovery Plan.

4. PROGRESS IN FEBRUARY

- 4.1 The recovery plan is 94% on target.
- 4.2 The following section reports by exception for those actions that are red or amber (the reference refers to the detailed recovery plan).

**Recovery Action
Plan No.**

1.2.20 Implementing system and utilising maximum functionality of processes. (Amber to Amber).

Commentary

Plan of implementation to be agreed once approval is given to project by Members. To Cabinet in March.

Recovery Plan No.	Action	Commentary
1.4.2	Assess use of model by meeting with other LA's who have tested the system. (Amber to Amber).	Delays re assessment and use of the model due to limited resource and budget setting process. To be reviewed in April/May.
1.4.3	Undertake a self-assessment to establish a baseline for improvement. (Amber to Amber).	The FM model includes a tool whereby assessment can be made of the authority that identifies weak areas of financial management and practices and links these with good practice statements that can be used to improve current financial activity.
1.4.4	Identify areas that can be improved using the framework and best practice components of the model. (Amber to Amber).	The FM model is mapped to the use of resources Key Lines of Enquiry for future CPA.
1.5.4	Continual review system of internal control – internal operations and control/external audit reports. (Amber to Amber).	To commence during February/March as part of final accounts process.
1.7.52	Develop system to enable remote access to data. (Amber to Amber).	Development and research ongoing. Linked to IT infrastructure.
2.6.2	Joint attendance at conferences/seminars – community planning/leadership/partnership. (Amber to Amber)	Difficult to implement. Group Leaders to explore opportunities as and when they arise.
2.6.3	Develop and agree opportunities for cross party working internally and externally. (Amber to Amber).	Scrutiny and Audit Boards delayed. To Standards Committee 1/3/06 and Full Council 7/3/06.
2.7.5	Amendments to Overview & Scrutiny procedure rules. (Amber to Green).	To Standards Committee 1/3/06 and full Council 7/3/06.
2.8.3	Research good practice with LA's rated excellent in visits/meetings with members. (Started Green in February).	Some elements undertaken as part of the review of the Constitution.

Recovery Plan No.	Action	Commentary
3.1.1	Develop code of conduct for senior elected members, SMT, HOS and Officers following peer mentors proposals. (Amber to Amber).	Problems setting peer mentoring dates. New dates being considered.
3.1.4	Implement and cascade awareness of code of conduct on officer/member relationship. (Green to Amber).	Draft protocols produced within revised Constitution. Timeline extended for cascading through the organisation.
3.2.1	Implement an appropriate HR strategy. (Green to Amber).	People Strategy to be submitted to April Cabinet. Slight extension to timeline to allow interim Head of HR/OD to contribute thoughts.
3.7.3	Project manage implementation with effective communication and consultation with TUs and staff (Amber to Amber).	New target for completion of job evaluation in service business plan (31 st March 2007).

5. Financial Implications

5.1 There are no direct financial implications.

6. Legal Implications

6.1 There are no direct legal implications.

7. Corporate Objectives

7.1 The Recovery Plan impacts on all corporate objectives.

8. Risk Management

8.1 None.

9. Corporate Governance

9.1 This Council is committed to addressing the changes required to exhibit good corporate governance and therefore is committed to putting into place an effective and efficient performance management framework. Good performance management requires the availability of accurate and timely performance data. The information in this report is therefore essential and should be used appropriately, re-defining its content as change is identified and thus ensuring that it remains relevant and useful.

Background Papers

Four month summary; Recovery Plan Overview; Detailed Recovery Plan.

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(revised Feb 06)

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																	
1 Financial Planning																	
1.1	Develop sound, comprehensive 3 year strategic financial plan by April 05						G	G	G	Gr					A strategic pro-active approach to budget management over the medium term.	- Lack of staff resources - Lack of understanding of finance	Complete
1.2	Provide timely and accurate financial information to all stakeholders	G	G	G	G	G	G	G	G	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 2005/06or 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	Provide training and awareness at appropriate level to gain understanding of financial activities/systems in council	A	A	A	G	G	G	G							That the members and officers at Bromsgrove District Council have a sound understanding of the financial implications of their decisions and the link between operational objectives and the resources that fund the service delivery	- Lack of staff resources - New Heads of Service / officers - Lack of commitment / availability of officers / members	Delays due to lack of resources and closedown of accounts. Scheduled to be delivered in November
1.4	Have a system of financial management that meets approval of the external assessors and complies with legislative guidance and principles of good practice	A	A	A	A	A	A	A	A	Gr	Gr	Gr	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	Develop an effective system of internal control for BDC	A	A	A	G	G	G	G	G	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	Develop internal audit service that meets the requirements of external assessors and complies with legislative guidance and direction. Monitor and review delivery of 06/07 plan.	A	A	A	G	G	G	G	G	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	Provide an efficient, effective & quality revenues & benefits service that performs in upper quartile parameters	G	G	G	G	G	G	G	G	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.
2 Strategic Leadership																	
2.1	Revise the Corporate Plan			G	G	G	G	G	G	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	Agree revised vision and core values	G	G	G	G										Achieved.	Not applicable.	Achieved.
2.3	Improve and develop partnership working arrangements, including review of LSP structure, terms of reference & protocols, assessment of LSP membership needs	G	G	G	G	G	G	G	G	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	Introduce and commence a member development programme to support community and leadership roles	G	G	G	G	A	G	G	G	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	

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
2.5	Introduce member development programme	G	G	G	G	A	A	G	G	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	
2.6	Develop and agree process for cross-party working	A	A	A	G	A	G	G	A	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	G	G	G	Gr	Gr	Gr	Gr	Gr	A robust and effective scrutiny process.	- Lack of ownership by members / officers - Lack of cross party agreement - Lack of focus	Performance Board established; Audit Board and Scrutiny Board to be approved by Full Council in early March 2006.
2.8	Revise the Council's constitution			G	Gr	G	G	G	G	Gr					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	Revisions and accompanying advice are expected from the external consultants during February.
2.9	Restructure of the Council	G	G	A	A	G	G	G	G						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	G	G	A	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	G	G	G	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	G							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							G	G	Gr					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	G	A	A	G						To introduce forward problem solving performance management	- Lack of ownership by staff - Lack of resources / skills	New deadline set for 17th February 2006.
3.4	Develop and implement appropriate Management Competencies to lead the programme of change							G	G	Gr	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							G	G	Gr	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	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	G	G	G	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	G	G	G	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.

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
4.3	Develop an understanding and support processes for performance management and service improvement				G	G	G	G	G						Examples of corrective action and service improvement.	Lack of management capacity	Secondment to corporate performance team.
4.4	Develop, procure and implement procurement strategy and training	G	G	G	G	G	G	G	G						To obtain VFM within organisational discipline.	- Lack of ownership by members / officers - Lack of resources - Lack of skills	Contract with West Mercia Supplies and contract agreed.
4.5	Develop, procure, deliver and implement Risk Management Strategy and training	G	G	G	A	A	A	G	G						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	A	A	G	Gr					Projects delivered on time to specification.	Lack of management capacity	
5 Communication and Consultation																	
5.1	Develop and implement Consultation, Communication and Marketing strategy	G	G	A	A	G	G	G	G	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	G	G	G	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 Service improvement																	
6.1	Develop and agree Depot Strategy [subject to funding]	G	G	G	G	G	A	G	G						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. Implementation Plan budget approved. Process commenced.

Four Month Recovery Plan: February – May 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
1. Financial Planning					
Medium Term Financial Planning	February	MTFP reported to Cabinet.	KD	RH	To ensure the Council has a sustainable financial model for the medium term which provides increased certainty and avoids incremental budget changes which impact on service delivery.
	March	Full Council agreement. The MTFP will be kept under continuous review throughout 2006/07 and updated in the light of identified issues.	KD	RH	To ensure the Council has a sustainable financial model for the medium term which provides increased certainty and avoids incremental budget changes which impact on service delivery.
	April	Plan the service review for summer to address budget issues identified in the review of the MTFP.	KD	RH	To ensure the Council has a balanced budget that meets its corporate priorities.
	May	Plan the service review for summer to address budget issues identified in the review of the MTFP.	KD	RH	To ensure the Council has a balanced budget that meets its corporate priorities.
Finance Monitoring	February	Prepared an outturn position statement and discussed this in detail with officers.	JP	RH	To ensure Council has a clear statement of the financial position to enable informed decisions to be made.

Four Month Recovery Plan: February – May 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
	March	Produced the January monitoring reports for officers' consideration.	JP	RH	To ensure Council has a clear statement of the financial position to enable informed decisions to be made.
		To commence preparation of 2005/06 closedown to ensure compliance with best practice and statutory deadlines.	JP	RH	To ensure the accounts accurately reflect the financial position of the Council.
		To present the outturn position statement to Executive Cabinet.	JP	RH	To ensure the accounts accurately reflect the financial position of the Council.
	April	To continue the preparation of 2005/06 accounts closedown with regular updates on financial position to officers.	JP	RH	To ensure the accounts accurately reflect the financial position of the Council.
	May	To continue the preparation of 2005/06 accounts closedown with regular updates on financial position to officers.	JP	RH	To ensure the accounts accurately reflect the financial position of the Council.
Financial Training	February	Prepared the presentation for final accounts to officers to be presented in March.	JP	RH	To enable officers to understand and interpret the financial statements and appreciate the impact on their departments.
		Planned the programme of financial training for administrators under the restructure arrangements.	JP	RH	To enable officers to use the full functionality of the system.
	March	To present a training session on final accounts to officers.	JP	RH	To enable officers to understand and interpret the financial statements and appreciate the impact on their departments.

Four Month Recovery Plan: February – May 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
		To continue the on-line Aggresso training for budget holders.	JP	RH	To enable members to make informed decisions on financial implications of reports.
	April	To plan the areas to be included in the awareness training.	JP	RH	To enable members to make informed decisions on financial implications of reports
	May	To continue planning of training sessions for the delivery in June/July.	JP	RH	To enable members to make informed decisions on financial implications of reports
Financial Management	February	Reviewed the potential use of the model for self assessment to identify training needs.	JP	RH	To have a structured framework of financial management at BDC that complies with external assessors and follows the guidelines of best practice.
	March	To commence a review of the benefits of utilising the FM model within Bromsgrove.	KD	RH	To have a structured framework of financial management at BDC that complies with external assessors and follows the guidelines of best practice.
	April	Further utilisation of the model to identify weaknesses within the financial management of the Council.	KD	RH	To have a structured framework of financial management at BDC that complies with external assessors and follows the guidelines of best practice.
	May	Further utilisation of the model to identify weaknesses within the financial management of the Council.	KD	RH	To have a structured framework of financial management at BDC that complies with external assessors and follows the guidelines of best practice.

Four Month Recovery Plan: February – May 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
Revenues & Benefits	February	Prepared annual billing 2006/07.	KD	RH	Improved service capability and improved PI's.
		Continued work as detailed in the BFI action plan.	KD	RH	Improved service capability and improved PI's.
		Utilised DWP national performance fund in conjunction with Academy and Amber Valley Council to introduce Benefits Quality Assurance Module.	KD	RH	Improved service capability and improved PI's.
		Continued the developments and implementation of DWP funded projects including: <ul style="list-style-type: none"> • Wireless Technology • Home working • On-line procedures manual 	KD	RH	Improved service capability and improved PI's.
	March	Annual billing of Council Tax, NNDR and Benefits	KD	RH	Improved service capability and improved PI's.
		Advertise for staffing within the new structure	KD	RH	Improved service capability and improved PI's.
		Ongoing work as detailed in the BFI action plan.	KD	RH	Improved service capability and improved PI's.
		Reports to be presented to members re improvements and clarification of policies and procedures.	KD	RH	Improved service capability and improved PI's
		Establish new practices in line with new structure	KD	RH	Improved service capability and improved PI's.
	April	Ongoing work as detailed in the BFI action plan.	KD	RH	Improved service capability and improved PI's.

Four Month Recovery Plan: February – May 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
		Recruit to new structure and ensure new appointees have appropriate training plans in place to sustain improvements in service delivery.	KD	RH	Improved service capability and improved PI's.
	May	Ongoing work as detailed in the BFI action plan.	KD	RH	Improved service capability and improved PI's.
		Recruit to new structure and ensure new appointees have appropriate training plans in place to sustain improvements in service delivery.	KD	RH	Improved service capability and improved PI's.
Internal Controls	February	Ensured the key recommendations within the 04/05 audit issues are addressed for the statement of accounts preparation 2005/06.	KD	RH	Improved internal control.
	March	Discuss internal control at the final accounts training session.	KD	RH	Improved internal control.
	April	Report to CMT with the aim to improve awareness and ownership of internal control.	KD	RH	Improved internal control.
	May	Prepare SIC in line with best practice for inclusion in the Statement of Accounts 2005/06.	KD	RH	Improved internal control.
Internal Audit	February	Audited universe risk analysis to collate the 2006/07 Audit Plan.	NS	RH	Improved Internal Audit service and thus improvements in system of internal control.
		Draft Audit leaflet prepared. Awaiting appointment of new auditors.	NS	RH	Improved Internal Audit service and thus improvements in system of internal control.
		Identified staff training needs and put in place arrangements for new practices and procedures. Training needs identified during the appraisal process.	NS	RH	Improved Internal Audit service and thus improvements in system of internal control.

Four Month Recovery Plan: February – May 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
		Monitored and reviewed delivery of the 2005/06 Audit Plan.	NS	RH	Improved Internal Audit service and thus improvements in system of internal control.
	March	2006/07 Audit Plan presented to Executive Cabinet on 22/3/06 and Audit Board on 28/3/06.	NS	RH	Improved Internal Audit service and thus improvements in system of internal control.
		Monitor and review delivery of the 2005/06 Audit Plan.	NS	RH	Improved Internal Audit service and thus improvements in system of internal control.
	April	Monitor and review delivery of 2006/07 Audit Plan.	NS	RH	Improved Internal Audit service and thus improvements in system of internal control.
		Complete the analysis of the Budget 2006/07 in line with Council's priorities.	NS	RH	To ensure the resources of the Council are aligned to our Corporate Priorities and key deliverables.
		Discussion with Leader's Meeting (informal Cabinet) to consider options and Member decisions on budget recommendations.	NS	RH	To ensure the resources of the Council are aligned to our Corporate Priorities and key deliverables.
	May	Monitor and review delivery of the 2006/07 Audit Plan.	NS	RH	Improved Internal Audit service and thus improvements in system of internal control.

Four Month Recovery Plan: February – May 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
2006/07 Budget	February	Full Council agreement on 2006/07 budget, Council Tax leaflet and Council Tax levels.	JP	RH	To ensure the resources of the Council are aligned to our Corporate Priorities and key deliverables.
		Presentation made to scrutiny group for discussion and identification of alternative savings.	JP	RH	To ensure the resources of the Council are aligned to our Corporate Priorities and key deliverables.
	March	Issue budget books to Members and officers to summarise position for 2006/07 – 2008/9.	JP	RH	To ensure the resources of the Council are aligned to our Corporate Priorities and key deliverables.
Upload budget detail to Agresso using new budget codes.		JP	RH	To ensure the resources of the Council are aligned to our Corporate Priorities and key deliverables.	
	April	Plan the review of service delivery and funding implications for the summer period.	JP	RH	To ensure the resources of the Council are aligned to our Corporate Priorities and key deliverables.
	May	Plan the review of service delivery and funding implications for the summer period.	JP	RH	To ensure the resources of the Council are aligned to our Corporate Priorities and key deliverables.
2. Strategic Leadership					
Capacity Building Fund (CBF)	February	Undertake 3-day strategic development centre (this is now likely to occur in early April due to the difficulties of bringing 15 plus people together).	SN/KD/SM	RH	To continue the process of cultural and behavioural change

Four Month Recovery Plan: February – May 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
	March	Ongoing development programme.	SN/KD/	RH	
	April	See March's comment.	SN/KD/	RH	
	May	See March's comment.	SN/KD/	RH	
Review of Scrutiny	February	Full Council on 7 th March 2006 to ratify arrangements.	SN/KD	RH	A modernised scrutiny function.
	March	Arrangements live.	SN/KD	RH	A modernised scrutiny function.
	April	Arrangements live and work programmes on target.	SN/KD	RH	A modernised scrutiny function.
	May				
Review of Constitution	February	Review of constitution continued	KD	CS	Roles and responsibilities of members and officers clarified. Streamlined processes and procedures.
	March	Submission of revisions to constitution to Executive Cabinet Work ongoing on scheme of delegation and financial regulations.	KD	CS	Roles and responsibilities of members and officers clarified. Streamlined processes and procedures.
	April	Work completed on scheme of delegation and financial regulations.	KD	CS	Roles and responsibilities of members and officers clarified. Streamlined processes and procedures.
	May				

Four Month Recovery Plan: February – May 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
3. Organisational Development					
Restructure	February	New structures to go live.	All Heads of Service	RH	Structures in place to deliver recovery and modernisation.
	March	Event for staff to provide visible leadership from senior Members and managers on the year ahead.	HB	RT	
Recruitment to vacant positions ongoing.		KD	CS		
	April	Recruitment to vacant positions ongoing.	KD	CS	
	May				
ICT Training	February	Continue ICT training across the organisation.	KD	CS	To equip employees with the necessary ICT skills to deliver their jobs.
	March	Continue ICT training across the organisation.	KD	CS	To equip employees with the necessary ICT skills to deliver their jobs.
	April	ICT training completed.	KD	CS	To equip employees with the necessary ICT skills to deliver their jobs.
Employee Survey	February	Conduct an employee survey	KD	CS	Understanding of employees concerns and identification of ways to improve them in order to improve council as a whole
	March	Analyse results of employee survey and develop action plan	KD	CS	Understanding of employees concerns and identification of ways to improve them in order to improve council as a whole

Four Month Recovery Plan: February – May 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
HR Strategy	April	Action plan developed and agreed by CMT	KD	CS	Understanding of employees concerns and identification of ways to improve them in order to improve council as a whole
	February	Timetable to be reprogrammed as a result of Head of HR leaving.	KD	RH	To demonstrate how effective people management can help the Council deliver on its vision and objectives.
	March	Interim Head of HR to review Strategy.	KD	CS	To demonstrate how effective people management can help the Council deliver on its vision and objectives.
	April	HR Strategy submitted for approval by Cabinet.	KD	CS	To demonstrate how effective people management can help the Council deliver on its vision and objectives.
	May	HR Strategy implemented following approval by Cabinet.	KD	CS	To demonstrate how effective people management can help the Council deliver on its vision and objectives.
Customer Care Training	February	Preparation of customer care standards linked to developing Customer First Strategy.	KF/HB	RH	To equip employees with the necessary customer care skills to deliver an excellent customer experience to the public.
	March	Both the standards and Strategy to be tabled at March Cabinet.	KF/HB	RH	To equip employees with the necessary customer care skills to deliver an excellent customer experience to the public.
	April	Preparation for staff training on new standards, which commence in May.	KF/HB	RH	To equip employees with the necessary customer care skills to deliver an excellent customer experience to the public.

Four Month Recovery Plan: February – May 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
	May	Staff training to commence.	KF/HB	RH	To equip employees with the necessary customer care skills to deliver an excellent customer experience to the public.
Member Development	March	Interim Head of HRD & OD / Corporate Director (Resources) to meet with Leader to revise Member Development programme	KD	RH	To develop members to be effective in the community as recognised leaders.
	April	Top team development begins Peer mentor sessions held	KD / HB	RH	To develop members to be effective in the community as recognised leaders.
	May	Top team development continues	KD / HB	RH	To develop members to be effective in the community as recognised leaders.
Progress Assessment	February	Recovery plan reported to Performance Management Board for the first time. Also reported to Government Monitoring Board. On target. Agreed to slim down format. Agreement to amend two areas under ACE's responsibilities to reflect change of approach: date of corporate plan update and use of EFQM model.	HB	RT	94% on target.
	March	Direction of Travel Statement released. Recovery Plan to be updated and Communications Plan to be developed and delivered. New CPA Framework for District Councils becomes available.	HB	RT	Recovery Plan reflects identified areas for improvement and is being managed and on target.
	April	Direction of Travel Statement reported to Performance Management Board and Cabinet. Recovery Plan reported to Performance Management Board and Government Monitoring Board with	HB	RT	Recovery Plan reflects identified areas for improvement and is being managed and on target.

Four Month Recovery Plan: February – May 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
		corrective action taken where required. No Government Monitoring Board in April. Begin to self-assess Council against new CPA Framework.			
	May	Recovery Plan reported to Performance Management Board and Government Monitoring Board.	HB	RT	Recovery Plan reflects identified areas for improvement and is being managed and on target.
Project Management	February	The training of all team leaders, Heads of Service and Directors occurred with full project awareness raised across the authority.	CM	RH	Staff equipped to understand and comply with the project methodology.
	March	Benefit realisation methods to be approved along with outline project methodology to be presented to Senior Management Team.	CM	RH	Approval to go forward to Cabinet and Council.
	April	Full methodology to be approved.	CM	RH	Council wide methodology approved.
	May	Training Heads of Service on the documentation for the methodology.	DP	RH	All projects to comply with methodology.
4. Performance Management, Risk Management and Procurement					
Performance Management	February	The Performance Management Board received a “Top 45” set of indicators in January, which focused on the Services Directorate. The Board had two meetings in February, going through each service plan in detail. These meetings were constructive and added value to the business planning process. The results of these deliberations were reported to the February Cabinet.	HB	BF	Robust business plans for the year ahead.

Four Month Recovery Plan: February – May 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
		Information for Audit Commission work on “Direction of Travel” statement supplied. Further work is required on detailing improvements since October; however, it is not clear whether these can be reflected in the Direction of Travel assessment without more audit work.	HB	RT	Ensure progress since October clearly reflected in Audit Commission work.
	March	Business Plans finalised including Risk Registers and placed and Performance Plus. The Performance Management Board will receive reports in line with its agreed work programme.	HB	RT	Clear, prioritised plans for 2006/07 with KPIs to measure progress.
	April	The Performance Management Board will receive reports in line with its agreed work programme.	HB	RT	A clear focus on performance with identified improvements.
	May	The Performance Management Board will received reports in line with its agreed work programmes.	HB	RT	A clear focus on performance with identified improvements.
Procurement	February	Identified the suppliers and processes of implementation of GPCs.	JP	RH	Efficiency in tendering practices.
		Continued to pursue ‘savings’ agenda.	JP	RH	Efficiency in tendering practices.
		Began rationalisation of supplier base.	JP	RH	Efficiency in tendering practices.
		Continued to refine and develop guidance and processes on Intranet.	JP	RH	Efficiency in tendering practices.
		Sent out monthly update re procurement to all staff.	JP	RH	Efficiency in tendering practices.
	March	Review progress on procurement.	JP	RH	Efficiency in tendering practices.
		Review strategic policy on procurement, especially collaborative working and improving controls.	JP	RH	Efficiency in tendering practices.

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	April	Continue to improve procurement procedures and monitor achievement of efficiencies.	JP	RH	Efficiency in tendering practices.
	May	Continue to improve procurement procedures and monitor achievement of efficiencies.	JP	RH	Efficiency in tendering practices.
Risk Management	February	Training events continued.	KD	RH	Effective risk management
		Establish staff educational programme and suitable methodology (e.g. Grapevine, workshops, intranet etc).	KD	RH	Effective risk management.
	March	Further training events.	KD	RH	Effective risk management
		Work on completion of strategic and department risk registers commenced.	KD	RH	Effective risk management
	April	Strategic risk register to be completed.	KD	RH	Effective risk management
		Work ongoing on departmental risk registers.	KD	RH	Effective risk management
		Further training events.	KD	RH	Effective risk management
May	Work ongoing on departmental risk registers.	KD	RH	Effective risk management	
5. Communication and Consultation					

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Communication	February	Reports based on focus groups were received on the budget and on communications/customer experience. Both reports have directly influenced the decision making process. A draft Customer First Strategy and a draft Communications Strategy were discussed at CMT and the Leader's Group and will now go forward to Cabinet as planned in March.	HB	RH	Strategies influenced by focus group feedback.
	March	Customer Strategy and Communications Strategy to Cabinet.	HB	RT	Clear plan of action to improve customer focus and communications.
	April	Action plans for both strategies on target.	HB	RT	Action plans on target.
	May	Action plans for both strategies on target.	HB	RT	Action plans on target.
6. Service Improvement					
Develop a strategy for delivering sustainable service improvement to the street scene environment	February	Continue with implementation process and for street scene carry out benchmarking, BVPIs and customer satisfaction; commence procurement of vehicles and plant. Prepare a cleansing service plan / target PI's Prepare brief for watercourse strategy Review dispensation an processes Budget preparation (revenue & capital)	PS/KD/JP	MS	Commence Implementation Plan, with scheduling of routes and preparation of vehicle procurement process. Prepare staff recruitment process, developing JD's and PS's for new staff.
	March	Budget decision for Street Scene Strategy.	PS/KD/JP	MS	Resources plan for future years.
	April	Commence strategy in line with agreed budget.	PS/KD/JP	MS	Resources plan for future years.
	May				

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		Expected outcomes	Lead person																			Comments / Updates
1 Ministers Heading - Financial Planning																						
1.1 Develop a sound and comprehensive 3 year strategic financial plan by April 05			CDR																			
1.1.1	Establish a corp steering group to drive project successfully to completion	An improved understanding/ownership from members & budget holders of the budget process and the identification of key areas for priority spend in 2005/6- 2007/8	HoFS	G																		Achieved
1.1.2	Consultation with stakeholders and cross party members to identify areas of focus		HoFS	G																		Achieved
1.1.3	Submit to members for consideration and approval		HoFS	G																		Achieved
1.2 Provide timely and accurate financial information to all stakeholders			CDR																			
1.2.1	Closure of accounts for 2003/4		HoFS	G	G																	Achieved
1.2.2	Closure of accounts for 2004/5		HoFS		G	G	G															Achieved
1.2.3	Monitoring statements produced and distributed to budget holders and in report format to members	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 2005/06or to have identified key areas to reallocate resources to improve Council Services	HoFS				G	G	G	G	G	G	G									Achieved
1.2.4	Review current system capabilities & content for accuracy/completeness/compliance		HoFS	Gr		G	G	G	G	G	G	G	G									Achieved

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1.2.5	Full review of cash collection activities and the accounting of the cash	A streamlined and efficient way of receiving and allocating cash in line with accounting policies and the provision of accurate information to budget holders and members.	HoFS	Gr	Gr	G	G	G	G	G	G	G	G	G								Capital funding approved at February 06 Cabinet to improve the interface and automation of the Radius cash receiving system.	
1.2.6	Reconciliation for cash to systems in place for 2003/04 accounts	Reconciled cash accounts that have are in line with audit recommendations.	HoFS	G	G	G	G	G	G	G	G	G	G	G									
1.2.7	Reconciliation for cash to systems in place for 2004/05 accounts		HoFS	G	G	G	G	G	G	G												Achieved	
1.2.8	Reconciliation for cash to systems in place for 2005/06 accounts		HoFS	A	A	G	G	G	G	G	G	G										Achieved	
1.2.9	Implement the bank reconciliation module within Agresso by August 2006	A streamlined and efficient way of posting cash received into BDC - in line with audit recommendations	HoFS	A	A	A	A	A	A	A	A	A	A	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Implementing on-line banking to improve automation of banking procedures and accuracy of input.
1.2.10	Restructure reporting arrangements from Agresso to link with Portfolio analysis	Improved understanding by members of portfolio structure and financial position to enable strategic decisions to be made to focus resources to BDC priorities	HoFS	A	A	A	A	A	A	G	G											Achieved	
1.2.11	Restructure reporting arrangements from Agresso to link with Departmental analysis	More informed decisions to be made by Officers regarding their services to enable focus on key priority areas for BDC	HoFS	G	G	G	G	G	G	G	G												
1.2.12	Profile budgets accurately following discussions with budget holders	Plans for the future to be based a robust financial footing as financial position statements to be more accurate	HoFS	A	A	A	A	A	A	G	G											Achieved	

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1.2.13	Produce timetable of deadlines re input/reconciliation of financial information	An acceptable position re reconciliations from External Audit. Operational decisions to be made on robust financial information	HoFS	G	G	G	G	G	G	G	G	G																			Comments / Updates
1.2.14	Issue monthly reports to budget holders (identify) to detail budget v actual	Plans for the future to be based a robust financial footing as financial position statements to be more accurate	HoFS				G	G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr		Achieved	
1.2.15	Hold monthly meetings to discuss detail with budget holders and produce action plans on areas of concern	Improved understanding by officers of financial information - an improvement in the assessment of financial implications of operational projects	HoFS				G	G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr			First quarter's deadline achieved	
1.2.16	Issue budget reports to members on quarterly basis to include summary of action plans	Improved understanding by members of the financial position to enable strategic decisions to be made to focus resources to BDC priorities	HoFS	G	G	G	G	G	G	G	G	G	G	G			Gr	Gr												Business case and funding to be presented to members in April.	
1.2.17	Implement the Purchase Order Processing module within Agresso to enable more accurate financial information to be produced this will include:	e-procurement base target reached. Improved and more efficient purchase ordering process at BDC.	HoFS				G	G	G	G	G	G	G																	Business case and funding approved at January 2006 Cabinet.	
1.2.18	- producing business case for additional resources required (POP module already in system)		HoFS	G					A	A	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr						
1.2.19	- identifying external resources to support the process		HoFS	G	G	G			A	A	G	G																		Identified as part of the Business Case.	
1.2.20	- implementing system and utilising maximum functionality of processes		HoFS	G	G	G	G	G	A	A	A	A	A	A	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr				Plan of implementation to be agreed once approval is given to project by Members. To Cabinet in March.	

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1.3	Provide training and awareness at appropriate level to gain understanding of financial activities/systems in council		CDR																									
1.3.1	In conjunction with the members development working group identify areas of training /developmental needs in relation to financial awareness	That the members involved in the decision making at Bromsgrove District Council have a sound understanding of the financial implications of their decisions and the link between operational objectives and the resources that fund the service delivery					A	A	G	G	G	G																Training of Members delivered November 05.
1.3.2	Identify specific training requirements & timescales						G	G	G	G	G	G																Training of Members delivered November 05.
1.3.3	Identify providers of training including internal resources						G	G	G	G	G	G																Training of Members delivered November 2005.
1.3.4	Prepare financial training and development programme for members						G	G	A	G	G	G																Training of Members delivered November 2005.
1.3.5	Undertake programme with the aim to review on an annual basis						G	G	A	G	G	G																Training of Members delivered November 2005.
1.3.6	Identify budget holders / line managers responsible within departments	That the officers involved in the decision making at Bromsgrove District Council have a sound understanding of the financial implications of their decisions and the link between operational objectives and the resources that fund the service delivery	G	G	G	G	G	G	G	G	G	G																Identified as part of the budget process 2006/07.

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		Expected outcomes	Lead person															Comments / Updates																			
1.3.7	Identify training needs of officers re financial awareness and interrogation of Agresso		HoFS	G	G	G	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Ongoing training on Agresso - financial training to be delivered re final accounts and budget monitoring 16/3/06.													
1.3.8	Prepare financial training and development programme for officers		HoFS							G	A	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Ongoing training on Agresso - financial training to be delivered re final accounts and budget monitoring 16/3/06.													
1.3.9	Undertake programme with the aim to review on an annual basis		HoFS							G	A	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Ongoing training on Agresso - financial training to be delivered re final accounts and budget monitoring 16/3/06.													
1.4	Have a system of financial management that meets approval of the external assessors and complies with legislative guidance and principles of good practice		CDR																																		
1.4.1	Purchase CIPFA FM Model	To have a structured framework of financial management at BDC that complies with external assessors and follows the guidelines of best practice	HoFS	G																				Purchased													

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1.4.2	Assess use of model by meeting with other LAs who have tested the system		HoFS	G	G	G	G	G	A	A	A	A	A	A								Comments / Updates Delay re-assessment and use of the model due to limited resource and detailed budget setting process. To be reviewed in April/May.
1.4.3	Undertake a self assessment to establish a base line for improvement		HoFS						A	A	A	A	A	A								The FM model includes a tool whereby assessment can be made of the authority that identifies weak areas of financial management and practices and links these with good practice statements that can be used to improve current financial activity.
1.4.4	Identify areas that can be improved using the framework and best practice components of the model		HoFS						A	A	A	A	A	A								The FM model is mapped to the use of resources key lines of enquiry for future CPA.
1.4.5	Establish Officer Group to identify course of action/appropriate source of learning		CDR, HoFS, HoS								G											Achieved
1.4.6	BPR of financial activity across the Council	A streamlined and efficient way of processing financial transactions through the Council, in line with best practice accounting policies and procedures	CDR, HoFS, HoS	A	A	A	A	A	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Ongoing

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	Expected outcomes	Lead person																			Comments / Updates	
1.4.7	Establish new practices as identified - linked to financial statements	A set of Accounts produced within statutory deadlines that comply with Recommended Practice and that have been prepared in the most efficient way.	CDR, HoFS, HoS	A	A	A	A	A	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Ongoing	Achieved unqualified accounts re 2004/05.
1.4.8	Review Capital Strategy	Efficient and effective use of resources	CDR, HoFS, HoS					G	G	G												Achieved
1.4.9	Review Asset Management Plan	Efficient and effective use of resources	CDR, HoFS, HoS					G	G	G												Achieved
1.5 Develop an effective system of internal control for BDC			CDR																			
1.5.1	Set up Wkg Gp of Audit, BV & Fin officers to set up system of internal control	Robust system of internal control	HoFS / PA				G	G	G	G												
1.5.2	Link into report protocol - development of standard report format		HoFS / PA				A	G	G	G	G	G	G									Document discussed at OMT and presented to Members in August. Monitoring reports are distributed on a monthly basis to heads of service and budget holders and quarterly to Members.
1.5.3	Training/briefings to managers on system of internal control		HoFS / PA					G	G	G	G											
1.5.4	Continual review system of internal control - int op & control / ext audit reports		HoFS / PA									A	A	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Ongoing	To commence during March/April as part of final accounts process.
1.6 Develop internal audit service that meets the requirements of external assessors and complies with legislative guidance and direction			CDR																			
1.6.1	Research good practice & modern techniques learning from excellent councils	Improved internal audit	HoFS / PA	G																		Completed

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1.6.2	Develop approved audit plan to cover 3 yr timescale - consult internally	Improved internal audit	HoFS / PA	G																	Completed
1.6.3	Prepare an audit manual & develop an IA PR strategy / info pack	Improved internal audit	HoFS / PA	G	G	G	G	G	G	G	G	G	G								Audit manual and PR leaflet prepared. Awaiting Audit Board approval.
1.6.4	Establish a timescale for revision and update of audit plan	Improved internal audit	HoFS / PA	G	G	G	G	G	G												Audit Plan reported to Cabinet 30.11.05.
1.6.5	Develop internal audit management system to link personal devel plans to service/corp/comm plans	Improved internal audit	HoFS / PA	G	G	G	G	G	G	G	G	G	G								Ongoing.
1.6.6	Develop performance indicators, collation of data and production of monthly monitoring reports	Internal audit performance monitoring	HoFS / PA	G	G	G															Completed.
1.6.7	Develop and seek approval for the Internal Audit manual	Adopted Internal Audit Manual	HoFS / PA	G	G	G	G	G	G	G	G	G	G								Written, awaiting approval by Audit Board.
1.6.8	Develop and seek approval for the Internal Audit Charter	Adopted Internal Audit Charter	HoFS / PA	G	G	G	G	G	G	G	G	G	G								Written, awaiting approval by Audit Board.
1.6.9	Develop and seek approval for the Internal Audit Protocol	Adopted Internal Audit Protocol	HoFS / PA	G	G	G	G	G	G	G	G	G	G								Written, awaiting approval by Audit Board.
1.6.10	Review Internal Audit in conjunction with Authorities restructure in terms of its place in auth structure	Internal Audit designed to provide added value	HoFS / PA	G	G	G	G	G	G	G	G	G	G								Ongoing.
1.6.11	Consultation as to the creation of an Audit Panel/Committee, terms of Reference and meeting dates	Committee, Terms of Ref and meeting dates	HoFS / PA				G	G	G	G											Approved.
1.6.12	Create an Internal Audit Risk Register	Proactive monitoring of risks within Internal Audit	HoFS / PA						G	G	G	G	G								Initial work on Risk register commenced.
1.6.13	Clarification of reporting lines for draft and final audit reports and P I reports in line with new structure	Audit and PI reports issued on a timely basis	HoFS / PA						G	G	G	G									Completed.
1.6.14	Monitor and review delivery of the 2005/06 Audit Plan	2005/06 Audit Plan achieved	HoFS / PA		G	G	G	G	G	G	G	G	G	G	Gr						Ongoing.
1.6.15	Develop standard audit practices, procedures, working papers, files, reports and report mechanisms	Standardised audit procedures in place	HoFS / PA	G	G	G	G	G	G	G	G	G	G	G	Gr						Completed.
1.6.16	Develop individual audit testing programs	Standard testing programmes for all audits	HoFS / PA	G	G	G	G	G	G	G	G										Completed.

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1.6.17	Introduction of a monitoring system to collate the Local Code of Corporate Governance data	Updated LCCG and prepared statement of Ass'ce	HoFS / PA		G	G	G	G	G	G											Completed.
1.6.18	Identify staff training needs and put in place arrangements for new practices & procedures	Audit team fully trained in new practices	HoFS / PA					G	G	G	G	G	G	Gr							
1.6.19	Audit universe risk analysis to collate the 2006/07 Audit Plan	Approved Audit plan 2006/07	HoFS / PA									G	G	Gr							Completed, 2006/07 plan to Cabinet on 22.3.06
1.6.20	Market Internal Audit by introducing audit quality questionnaires, leaflets, newsletters etc	Improved perception/communication of/with IA	HoFS / PA					G	G	G	G	G	G	Gr	Gr						Exercise ongoing, draft leaflet prepared.
1.6.21	Introduction of Fraud newsletters and communications to raise fraud awareness	Staff made aware of current fraud issues	HoFS / PA						G	G	G	G	G	Gr	Gr						Draft Newsletter prepared.
1.6.22	Monitor & review delivery of the 2006/07 Audit Plan	2006/07 Audit Plan achieved	HoFS / PA												Gr	Gr	Gr	Gr	Gr	Gr	Apr06-Mar07
1.6.23	Audit universe risk analysis to collate the 2007/08 Audit Plan	Approval of the 2007/08 Audit Plan	HoFS / PA												Gr	Gr	Gr	Gr	Gr	Gr	Jan07-Mar07
1.7	Provide an efficient, effective & quality revenues & benefits service that performs in upper quartile parameters	CDR																			
1.7.1	Appointment of Principal Benefits Officer	Improve the benefits service	HoFS / RM	G	G	G	G														Completed
1.7.2	Debt recovery of overpaid HB	Improvement to the collection rate	HoFS / RM					G	G	G	G	G	G	Gr	Gr						Ongoing.
1.7.3	Consider further bids to the DWP performance fund	To make funding available to appoint project managers to drive the schemes forward	HoFS / RM				G	G	G	G	G	G									No further bids may be made at this time and for the foreseeable future - the Fund is closed.
1.7.5	Review and integrate processes for Revs & Bens(inc review of structure)	Improved R&B service	HoFS / RM	G	G	G	G	G	G	G											Achieved.
1.7.6	Consider options for County 'Shared Service' approach	To achieve an effective R&B service	HoFS / RM	G	G	G	G	G	G	G	G	G	G								Ongoing
1.7.7	Internal BFI Self Assessment-identify areas not undertaken inc in proj plan	To achieve an effective Benefits service	HoFS / RM	G	G	G	G	G													Completed

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1.7.8	Identify beacon council or excellent one to assist us with recovery (benefits)	To achieve an effective Benefits service	HoFS / RM	G	G																Blackpool gave onsite assistance with BFI Standards and recovery plan - last contact May 2005.	
1.7.9	Undertake DWP Performance Standard Self Ass't	To achieve an effective Benefits service	HoFS / RM	G																	Completed	
1.7.10	Benchmark areas for improvement in Revs against excellent councils (Man consort of Ccls)	To achieve an effective Benefits service	HoFS / RM	G	G	G															Completed	
1.7.11	Manage & analyse workload to identify trends / patterns	Improved claims administration	HoFS / RM				G	G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Ongoing	Ongoing.
1.7.12	Gather information for the prompt/accurate assessment of benefit	Improved claims administration /increased BVPI	HoFS / RM				G	G	G	G												
1.7.13	Prioritisation of incoming work	Minimising of overpayments & reposessions	HoFS / RM				G	G	G	G												
1.7.14	Increase communication with Landlords	Improved working relations / claims admin	HoFS / RM						G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Jun-06	Ongoing.
1.7.15	Quality checking of work undertaken by staff	Improved performance & training analysis	HoFS / RM	G	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Jun-06	Ongoing.
1.7.16	Managing Debt	Improved recovery rates and methods of recovery	HoFS / RM	G	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Jun-06	Ongoing.
1.7.17	Improved compliance with Verification Framework	Security of administration	HoFS / RM				G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Jun-06	Ongoing.
1.7.18	Internal/external fraud awareness	Security of administration	HoFS / RM						G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Jun-06	Ongoing.
1.7.19	Fraud Risk Profiling	Security of administration	HoFS / RM						G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Jun-06	Awaiting bid re fraud profiling
1.7.20	Action on fraud referrals	Security of administration	HoFS / RM				G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Jun-06	Ongoing.
1.7.21	LA Fraud Policy	Security of administration	HoFS / RM						G	G	G	G	G									
1.7.22	Encourage Benefit take up	Improved user focus	HoFS / RM						A	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Ongoing	Review as part of BFI report
1.7.23	Full & regular review of service by customers / prompt notification of decisions to claimants	Customer service accessibility	HoFS / RM						A	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Ongoing	Customer survey not yet actioned - prompt notification is improving.
1.7.24	Dealing with enquiries - customer information / internal targets	Customer service accessibility	HoFS / RM						A	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Sep-06	Ongoing.
1.7.25	Set and monitoring of partnership working	Improved partnership working	HoFS / RM				G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Jun-06	Ongoing.
1.7.26	Handling of appeals and appeal outcomes	Improved administration	HoFS / RM				G	G														

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	Expected outcomes	Lead person																			Comments / Updates	
1.7.27	Managing the benefits service	Improved Strategic Management	HoFS / RM			G	G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Apr-06	Ongoing.
1.7.28	Monitoring of PI targets and performance measures	Improved Strategic Management	HoFS / RM				G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Apr-06	Ongoing.
1.7.29	Providing for a skilled and competent workforce	Improved Strategic Management	HoFS / RM			A	A	A	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Apr-07	Ongoing.
1.7.30	Achieving Value for money	Improved Strategic Management	HoFS / RM						A	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Apr-06	Ongoing.
1.7.31	Internal control mechanism	Security of administration	HoFS / RM				A	A	R	G	G	G										Under review as part of corporate Internal control review.
1.7.32	Implementation of agreed recommendations from Internal / External Audit	Security of administration	HoFS / RM				A	A	R	G	G	G										Review as part of BFI report.
1.7.33	CT/NDR -Introduce targets for supply of info across organisation	Improved performance and standard of service	HoFS / RM												Gr	Gr	Gr	Gr	Gr	Gr	Mar-07	
1.7.34	CT/NDR-Obtain efficiency savings through utilisation of automation	Improved performance and standard of service	HoFS / RM												Gr	Gr	Gr	Gr	Gr	Gr	Mar-07	
1.7.35	CT/NDR-Implementation and compliance with Value bill e-govt project	Improved performance and standard of service	HoFS / RM	G	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr						
1.7.36	CT/NDR - Enhance quality and clarity of notifications	Improved performance and standard of service	HoFS / RM			G	G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Dec-06	
1.7.37	CT/NDR-Develop billing functions to ensure continued compliance with national e-govt standard	Improved performance and standard of service	HoFS / RM						G	G	G	G	G	Gr								
1.7.38	Payments - Achieve savings through full use of automated process for DD recalls and amendments	Improved performance and standard of service	HoFS / RM						G	G	G	G	G	Gr	Gr							
1.7.39	Analysis of existing payment systems and consideration of alt options enabling addit'l cust choice	Improved performance and standard of service	HoFS / RM						G	G	G	G	G	Gr	Gr							
1.7.40	Admin of RRE - Promote and improve take up of available relief	Improved performance and standard of service	HoFS / RM						G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Mar-07	Included in improvement plan for R&B.
1.7.41	Admin of RRE - Introduce measures to ensure prudence in award of relief	Improved performance and standard of service	HoFS / RM						G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Mar-07	Included in improvement plan for R&B.
1.7.42	Admin of RRE - Review of procedures to ensure continuing compliance with legislation	Improved performance and standard of service	HoFS / RM				A	A	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Mar-07	Included in improvement plan for R&B.

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	Expected outcomes	Lead person																			Comments / Updates
2 Ministers Heading - Strategic Leadership																					
2.1	Develop & agree a 3 year corporate plan	CEO & LEADER																			
2.1.1	Political objectives established	CEO & LEADER																			Achieved
2.1.2	Report to Cabinet re: Political Objectives	CEO & LEADER																			Achieved
2.1.3	Review consultation feedback from Community Plan re: Corp Plan	CEO & LEADER																			Achieved
2.1.4	Political objectives integrated into 3 Yr Fin Plan & Budget process	CEO & LEADER						G	G	G	G	G	Gr	Gr							Priorities during budget decisions
2.1.5	Corporate Plan agreed by Council	CEO & LEADER																			Achieved
2.1.6	Corporate Plan Published	CEO & LEADER																			Achieved
2.1.7	Agreement to Priorities & non-priorities	CEO & LEADER							G	G	G	G	Gr	Gr							Agreed. Feed info into budget.
2.1.8	Review and revise corporate plan	CEO & LEADER										G	Gr	Gr							Made SMART. Fur
2.1.9	Draft Service Plans for 2006/7 and link to budget process and members	CEO & LEADER							A	G	G	G				Gr	Gr	Gr	Gr	Gr	Plans updated to PMB.
2.2	Develop and agree revised vision and core values for BDC	CEO & LEADER																			
2.2.1	Establish small working group to lead work	CEO & LEADER																			Achieved
2.2.2	Review existing vision and Core Values	CEO & LEADER																			Achieved
2.2.3	Consultation across Council on proposed new vision & core values	CEO & LEADER																			Achieved
2.2.4	Revised Vision & Core Values approved by Cabinet & Council.	CEO & LEADER																			Achieved
2.2.5	Revised Vision & Core Values consolidated into Corp Plan & publicised	CEO & LEADER																			Achieved
2.2.6	Communicate to all staff and Members	CEO & LEADER																			Achieved

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2.3	Develop a more effective and efficient contribution to partnership working within local strategic partnership	CEO																			
2.3.1	Attend Seminar on Community Planning	CEO,CDS,Chair of LSP & Policy Offr									G										Various already attended.
2.3.2	Community Planning process reviewed						G														Achieved
2.3.3	Assess development need of LSP Membership		G	G	G	G	G														Achieved
2.3.4	Research good practice from other good or excellent CPA LA's	Policy/Ptrship Offr					G	G	G	G	G	G	G	Gr							"Swindon" approach to be used.
2.3.5	Structure of LSP reviewed & terms of ref & protocol agreed	CEO/ACE/LSP												Gr							Awayday scheduled for 10th March 2006.
2.3.6	Research external funding opportunities	Policy Offr												Gr							Discuss at SMT.
2.4	Introduce member developm't programme to support political and community leadership roles	CEO & LEADER																			
2.4.1	Agree a statement of intent	CEO, Leader of Council,																			Completed
2.4.2	Mentoring programme for lead members of political groups	Head of L&D,	G	G	G	G	G	G	G	G	G	G	G	Gr							Peer mentors In place
2.4.3	Community Leadership and Engagement Awareness Sessions	Head of HR & OD, Group												Gr							Discuss at SMT.
2.5	Introduce a programme of member development	CEO & LEADER																			
2.5.1	Identification of training needs	CEO, Leader of Council,	G	G	G																Completed
2.5.2	Introduce Member Development Strategy	Head of L&D,				G															Completed
2.5.3	Explore opportunities for common training delivery with nearby Councils	Head of HR & OD, Group Leaders							G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Ongoing

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		Expected outcomes	Lead person																			Comments / Updates	
2.5.4	Develop and deliver Member Development Programme							G	G	G	G	A	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Ongoing	December's sessions cancelled. Further work to be undertaken by Training Officer & Interim Head of HR/OD linked to revisions to constitution and identification of core competencies for members.
2.6	Research, develop, agree and implement processes that facilitate cross party working		CEO & LEADER																				
2.6.1	Improve cross party working		CEO, Leader of Council, Head of L&D, Group Leaders	A	A	A	A	A	G	A	A	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Ongoing	Group Leader's Meeting started
2.6.2	Joint attendance at conferences/seminars - community planning/leadership/partnership												A	A	Gr	Gr	Gr	Gr	Gr				Difficult to implement. Group Leaders to explore opportunities as and when they arise.
2.6.3	Develop & agree opportunities for cross party wkg internally & externally			A	A	A	A	A	G	G	A	A	A	A	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Ongoing	Scrutiny review delayed. Deferred at Standards Cttee Jan 06, back to Standards Cttee 1/3/06 and to Full Council 7/3/06.
2.7	Review the process and role of scrutiny and make recommendations for improvement		CEO																				
2.7.1	Production of Members Guide to Scrutiny at BDC		CEO, Leader of Council, Exe													Gr	Gr	Gr					Completed. Further review April - June 2006.
2.7.2	Formulate proposals for improvement questionnaire to Cllrs/discussion/feedback		Cabinet, Corp Directors	G	G	G																	Completed

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	Expected outcomes		Lead person																			Comments / Updates
2.7.3	Review of Scrutiny process		CDR			G	G	G	G	G	G											Completed
2.7.4	Further Scrutiny training															Gr	Gr	Gr	Gr	Gr		Further training following implementation of Scrutiny review
2.7.5	Amendments to Overview & Scrutiny Procedure Rules																					
2.8	Review constitution (including delegation procedures to officers and portfolio holders)		CDR																			
2.8.1	Fundamental review of existing Constitution		CDR, Head of L&D, Exec Cab																			First draft received 27/2/06. Plan to try to get it to Cabinet 22/3/06.
2.8.2	Fundamental review of existing Scheme of Delegation						G	G	G	G	G	Gr	G	G	Gr							Ongoing
2.8.3	Research good practice with LA's rated excellent in visits/mtgs with members																					Some elements undertaken as part of review of constitution.
2.8.4	Assess & agree areas of work to include in Scheme of Delegation																					Ongoing.
2.8.5	Recommendations to Cabinet & Council																					On target for majority of constitution. Scheme of Delegation and financial regulations have been delayed due to other work pressures, i.e. budget. Timeline revised.
2.9	Restructuring																					
2.9.1	Cabinet agreement to new structure	More robust organisational structure to deliver recovery		G																		Achieved
2.9.2	Recruitment process agreed			G																		Achieved

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	Expected outcomes	Lead person																			
3.1.2	Formulate capacity building bid for Top Team Development (to include wider organisational development)	To change the culture of the organisation into a 'Can do' culture and which mirrors the Vision & Values set the Council to achieve.	HoHR/OD				G	G												Comments / Updates Completed	
3.1.3	Procure & deliver top team training		HoHR/OD					G	G	G	A	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Date set.
3.1.4	Imp & cascade awareness of code of conduct on officer/member relationship		CEO						G	G	G	G	A	Gr	Gr	Gr	Gr				Draft protocols produced within revised constitution. Timeline extended for cascading through the organisation.
3.2 Develop an effective HR strategy and workforce plan			CDR																		
3.2.1	Implement an appropriate HR Strategy	Right people, right place, right skills	HoHR/OD				G	G	G	G	R	G	A	Gr							People Strategy to be submitted to April Cabinet. Slight extension to timeline to allow interim Head of HR/OD to contribute thoughts.
3.2.2	Develop effective workforce plans		HoHR/OD									G	G	Gr	Gr	Gr	Gr	Gr	Gr		Plans to be in place as part of Service Planning and People Strategy by 30/9/06.
3.3 Develop process for positive, full and inclusive consultation and involvement of employees			CDR																		
3.3.1	Review current situation & goals (benchmark other authorities)	Empowered and engaged workforce	HoHR/OD												Gr	Gr					
3.3.2	Develop effective Employee Consultation Strategy																Gr	Gr	Gr		
3.3.3	Develop a formal and effective consultation and involvement process		HoHR/OD																		Nov-06

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	Expected outcomes	Lead person																				Comments / Updates
3.4	Develop new management style/core competences for staff leading to implementing change at BDC	CDR																				
3.4.1	Identify appropriate core competencies for BDC	Competent and consistent service delivery	HoHR/OD										G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Timeline revised due to departure of Head of HR and to reflect People Strategy deliverables.
3.4.2	Develop a draft proposal		HoHR/OD																		Gr	Timeline revised due to departure of Head of HR and to reflect People Strategy deliverables.
3.4.3	Cabinet & Council Approval		HoHR/OD														Gr					Timeline revised due to departure of Head of HR and to reflect People Strategy deliverables.
3.4.4	Integrate core competencies into council's appraisal system for staff, managers & members		HoHR/OD																		Gr	Timeline revised due to departure of Head of HR and to reflect People Strategy deliverables.
3.4.5	Review & monitor appraisal process		HoHR/OD																		Gr	Dec-06
			HoHR/OD																			Jan-07
3.5	Deliver a management development programme for middle managers and team leaders	CDR																				
3.5.1	Identify an appropriate Management Development Programme	Effective method to maximise management potential	HoHR/OD										G	G	Gr	Gr						Developed through training directory. Interim Head of HR/OD made some additional suggestions.
3.5.2	Implementation of Management Development Programme		HoHR/OD													Gr	Gr	Gr	Gr	Gr	Ongoing	

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	Expected outcomes	Lead person																				Comments / Updates	
3.6	Review the Council's staff recruitment and retention policies and strategy	CDR																					
3.6.1	Review procedures on recruitment & retention	Attract & retain appropriate workforce	HoHR/OD													Gr							
3.6.2	Research & benchmark against other authorities		HoHR/OD														Gr						
3.6.3	Implement revised recruitment and retention procedures		HoHR/OD															Gr	Gr	Gr	Sep-06		
3.7	Research and develop a process of job evaluation bringing harmonisation of pay and conditions	CDR																					
3.7.1	Review where BDC is against Nat Agenda - establishment of wkg Grp (Job Eval T&C's)	Equality & harmonisation of terms & conditions	HoHR/OD						G														
3.7.2	Establish appropriate system for Job Evaluation Exercise		HoHR/OD							G													
3.7.3	Project Manage implementation with effective communication and consultation with staff & TUs		HoHR/OD						G	A	A	A	A	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Mar-07	Interim Head of Service developing project plan.
4 Ministers Heading - Performance Management, Risk Management and Procurement																							
4.1	Review the council's performance monitoring processes and develop proposals for improvement	ACE																					
4.1.1	Developing the basis for "Performance Plus" system		ACE																			Completed	
4.1.2	All BVPI data to be input to Performance Plus		ACE																			Completed	
4.1.3	All Service Plans to be mapped on "Performance Plus"		ACE						G	A	G	G	G	G	Gr							Training ongoing to enable this.	
4.2	Develop a process to benchmark performance by identifying areas for improvement and implementing remedial strategies resulting in improved perfm'ce	ACE																					
4.2.1	Hold Business Planning workshops		ACE		G	G	G															Completed	
4.2.2	Implement the Performance Improvement Framework		ACE	G	G	G	G	G	G	G	G	G	G	G	Gr							Top 45 agreed. Top 20 on the way.	

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	Expected outcomes	Lead person																				
4.2.3	Address bottom quartile and CPA indicators	ACE	G			G	G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	ongoing	Top 45 updated to PMB.
4.3	Develop an understanding and support processes for performance management and service improvement across council																					
4.3.1	Training for members	ACE											Gr								Delayed. Re-programme.	
4.3.2	Review Performance Management Monitoring system to inc qualitative info	ACE										G	G	Gr							Top 45 includes qualitative data.	
4.3.3	Staff training programme to address performance reporting	ACE							G	G	A	G	G								Staff identified and training planned.	
4.4	Develop a comprehensive procurement strategy	CDR																				
4.4.1	Small working group to research best practice & develop procurement strategy	HoFS	G			G															Completed	
4.4.2	Training for key personnel I.e Heads of Service & team Leaders	HoFS					G	G	G	G	G	G	G	Gr							Ongoing.	
4.4.3	Audit review of progress	HoFS															Gr	Gr				
4.4.4	Look to develop partnership opportunities. e.g Worcs Centre of Excellence	HoFS	G			G	G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Oct-06	Ongoing.
4.4.5	Develop a "how to do business with BDC" Guide	HoFS	G			G	G															
4.4.6	Procurement Forward Plan	HoFS				G															Completed	
4.4.7	Development of Central Contracts Register	HoFS				G	G	G	G	G	G	G	G								Ongoing.	
4.4.8	Central Select List of Approved Providers	HoFS				G	G	G	G	G	G	G	G								Ongoing.	
4.4.9	Approved Revised Contract Standing Orders & Financial Regs	HoFS				G	G	G	G	G	G	G	G								Achieved.	
4.4.10	Develop Contract standard terms and conditions	HoFS				G	G	G	G	G	G	G	G								Ongoing.	
4.4.11	Develop standard documentation eg: invitation to tender	HoFS				G	G	G	G	G	G	G	G								Ongoing.	
4.4.12	Member & Officer Training (see above training also)	HoFS						A	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Sep-06	To start in Nov
4.4.13	Consider bids to WM Centre of Excellence	HoFS				G															Completed	
4.4.14	Establish Steering Group	HoFS	G																		Completed	
4.4.15	PSG to consider Procurement staffing structure	HoFS				G	G	G	G													
4.4.16	Appraisal of Procurement modules in BVR	HoFS	G			G	G	G	G	G	G	G	G	Gr							Ongoing.	
4.4.17	Linkages between Proc Fwd Plan and Medium term Financial Plan	HoFS	G			G	G	G	G	G	G	G	G	Gr							Ongoing.	
4.4.18	Procurement Toolkit & Handbook	HoFS						G	G	G	G	G	G	Gr							Ongoing.	

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4.4.19	Approach to collaborative purchasing (Shared services)	HoFS			G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Ongoing	Ongoing.
4.4.20	Establish and adopted KPI	HoFS					G	G	G	G	G	G	G	Gr								Ongoing.
4.4.21	Appropriate E-procurement solution research	HoFS				G	G	G	G	G	G											
4.5 The development and production of an effective risk management policy/strategy																						
CDR																						
4.5.1	Small Working Group/Research Best Practice/develop coherent Risk Management Policy	HoFS				G	G	G														
4.5.2	Training for key personnel	HoFS							A	A	G	G	G	Gr								Risk Management Steering Group established. Risk officers have received training.
4.5.3	Audit review of process to ensure policy implementation & effectiveness	HoFS																			Oct-06	
4.5.4	Resurrect the Risk Management Steering Group (RMSG) & refer to previously issued information and documentation.	HoFS	G																			Completed but in need of review following restructuring.
4.5.5	Group members to consider what the key risk areas and the way forward e.g. finance, legal etc.	HoFS																				
4.5.6	(i) Agree the terms of reference for the RMSG.	HoFS	G																			Completed
4.5.7	(ii) Ensure a corporate approach is adopted by allocating departmental responsibilities to RMSG members as Risk Managers (RM).	HoFS	G																			
4.5.8	(iii) Identify and appoint departmental Risk Officers (RO) and agree terms of reference.	HoFS	G																			
4.5.9	(iv) Consider the need for Elected Member involvement at strategic Cabinet level.	HoFS	G																			
4.5.10	To review and update the existing Risk Management (RM) strategy.	HoFS	G	G	G	G	G	A	A	A	G											Strategy went to Cabinet 18th January 2006.
4.5.11	Agree timetable for RMSG meetings over the next 12 months.	HoFS	G																			
4.5.12	Research 'best practice' and agree on a scoring matrix for RM in the Council.	HoFS	G																			
4.5.13	Develop a project/workplan for introducing RM.	HoFS	G																			
4.5.14	Identify the links to the Recovery Plan.	HoFS	G	G																		
4.5.15	Initial awareness raising session for members.	HoFS			G																	

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	Expected outcomes	Lead person																			Comments / Updates
4.5.16	Initial training/Guidance for Officers				G																
4.5.17	Identify possible external sources for professional guidance and training for Risk Managers and Risk Officers. (best practice)	HoFS				G	G														
4.5.18	To identify sources of funding to finance introduction of RM (e.g. Capacity Building Fund and/or corporate training budget etc.).	HoFS				G															
4.5.19	Arrange training by suitable external practitioner for RMSG, RO's, Cabinet Members, and all Elected Members.	HoFS						G	G	A	A	A	G	G							Timeline revised due to delay in review of risk management strategy. Cabinet training on 8/3/06. Other key members to be undertaken in April.
4.5.20	Additional Training/Guidance for Officers	HoFS						G	G	A	A	A	G	G							Risk Management Steering Group and Risk Officers have all received training.
4.5.21	Establish staff educational programme and suitable methodology (e.g. Grapevine, workshops, intranet etc.)	HoFS						G	G	A	A	A	G	G							Ongoing.
4.5.22	To identify risks and prepare departmental and corporate risk registers.	HoFS								A	A	A	G	G							Strategic Risk Register to be developed by April & Departmental risk registers by end of June.
4.5.23	To agree a suitable monitoring and review process to 'embed' RM into the culture of the Council. E.g. Business Plans, SMT/OMT Chairmen's Group, Executive Cabinet.	HoFS																			Gr
4.5.24	Agree & timetable date for future annual reviews	HoFS																			Gr
4.5.25	Agree & timetable quarterly dates for future training (updates & awareness training for new staff).	HoFS																			Gr

RECOVERY PLAN TIMETABLE																							
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4.5.26	Agree and timetable future meetings of the RMSG, perhaps quarterly.		HoFS													Gr							
4.6	The development and production of an effective project management framework and project initiation document, pid.		CDR																				
4.6.1	Small Working Group/Research Best Practice/develop Proj Management Framework, PID.		CDS / CDR						G	G	G	G	G										
4.6.2	Project management methodology approved and competencies developed									G	A	G	G										
4.6.3	Competencies approved and trainer procured										Gr												
4.6.4	Training of HOS's & Team Leaders		Head of HR						A	G	G	G	G	Gr									
4.6.5	Audit review of process implementation to ensure policy effectiveness		Audit & policy Unit Mgr																			Oct-06	
5 Ministers Heading - Communication and Consultation																							
5.1	Development of an effective communications, PR & marketing strategy		ACE																				
5.1.1	Review existing practice & research best practice inc media/ptrs		ACE	G	G																		Achieved
5.1.2	Completion of Internal Communication Strategy		ACE		G	G	G	G	A	A													Re-programmed
5.1.3	Completion of PR, Marketing Strategy to complement Comm Strat		ACE		G	G	G	G	A	A													Re-programmed
5.1.4	Implementation and staff training relating to PR and Marketing Strat		ACE						A	A													Re-programmed
5.1.5	Undertake budget consultation 2006/07		ACE									G	G	G	Gr								Completed.
5.1.7	Agree Communications Strategy		ACE									G	G	G	Gr								Agreed by CMT.
5.1.8	Roll out Communications Strategy															Gr	Gr	Gr	Gr	Gr	Gr		To follow agreement
5.1(a)	Develop a comprehensive Consultation Policy		ACE																				
5.1.1a	Establish Wkg Gp of X Council staff and X political members		ACE					A	G	G	G												To form part of Communications Strategy
5.1.2a	Research good practice in consultation tech - evaluate Planning for Real technique		ACE									G	G	G	Gr	Gr							Research completed.

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	Expected outcomes	Lead person																				
																					Comments / Updates	
5.2.1a	Develop draft consultation policy outlining various techniques/styles	ACE										G	G	Gr							Agreed by CMT.	
5.1.4a	Consult with Community Ptr Orgs, LSP and hard to reach groups.	ACE													Gr	Gr					Discuss at Board.	
5.1.5a	Develop final consultation policy & present to Cabinet & Council	ACE															Gr	Gr			Discuss at Board.	
5.1.6a	Develop training awareness for HOS, Team Ldrs & portfolio Holders	ACE																	Gr	Sep-06	Discuss at Board.	
5.1.7a	Evaluation of use of policy	ACE																		Ongoing	Discuss at Board.	
5.2	Develop and agree Customer First Strategy for Bromsgrove DC	CDR																				
5.2.1	Consultation, review existing Customer Charter	CSM	G	G	G	G	G	G	G	G	G	G	G	Gr							Draft new charter produced.	
5.2.2	Customer services standards agreed & published in new Cust Charter	CSM				G	G	G	G	G	G	G	G	Gr							To be agreed at April Cabinet.	
5.2.3	Develop training programme for all Customer Service staff	CSM/HR					G	G	G	G	G	G	G	Gr	Gr	Gr					In place.	
5.2.4	Deliver Customer Care training to all staff	CSM/HR							G	G	G	G	G	Gr							In place.	
5.2.5	Monitor Customer Service provision / survey customers to gauge improvement	CSM										G	G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Oct-06	Budget agreed.
6 Ministers Heading - Service improvement																						
6.1	Develop and Implement a strategy for delivering sustainable service improvement to the street scene environment.	CDS																				
6.1.1	Present a strategy to Cabinet	HoSS&WM, HoFS.						G													Data collection has taken place and a rebalancing of the rounds has commenced. Staff contracts are currently under review. Customer Care training has been done.	
6.1.2	Subject to the outcome of Cabinet deliberation present the strategy to the relevant Scrutiny Committee	HoSS&WM, HoFS.							G	G											Strategy for the depot including waste collection is	
6.1.3	Develop and undertake a Public Consultation on the strategy	HoSS&WM, HoFS.							G	A	A	G	G									
6.1.4	Consult with Trade Unions	HoSS&WM, HoFS.							G	G	G	G	G									
6.1.5	Revise Strategy for Cabinet and Council	HoSS&WM, HoFS.								G	A	G	G									
6.1.6	Develop implementation processes	HoSS&WM, HoFS.								G	G	G	G									

RECOVERY PLAN TIMETABLE																					
G = Green, A = Amber, R = Red, Gr = Grey			April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	
Expected outcomes			Lead person																	Comments / Updates	
6.1.7	Roll out implementation plan											G	Gr	Gr	Gr	Gr	Gr	Gr	Gr	Ongoing	in preparation and was presented to Cabinet 28 September. Budget issues arising from the strategy are being finalised. Waste Minimisation Strategy timeline and Recycling Strategy subject to further discussion with Corporate Director.
6.1.8	Review, revise and implement refuse and recycling collection schedules	HoSS&WM, HoFS.										G	Gr								
6.1.9	Procure three new refuse collection vehicles	HoSS&WM, HoFS.					A	A	G	G	G	G	Gr	Gr	Gr	Gr	Gr				
6.1.10	Procure vehicles for street cleansing and the cesspool emptying service	HoSS&WM, HoFS.						G	G	G	G	G	Gr								
6.1.11	Develop and agreed Waste Minimisation Strategy	HoSS&WM, HoFS.					A	G	G	A	G	G	Gr	Gr	Gr	Gr	Gr	Gr			
6.1.12	Develop and agree recycling strategy	HoSS&WM, HoFS.						G	G	A	G	G	Gr	Gr	Gr	Gr	Gr	Gr			

BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD
20TH MARCH 2006

PROCEDURE RULES OF PERFORMANCE MANAGEMENT BOARD

Responsible Member	Cllr Fuller – Chairman of Performance Management Board
Responsible Head of Service	Mr H Bennett – Assistant Chief Executive

1. SUMMARY

- 1.1 To consider Procedure Rules for the Performance Monitoring Board.

2. RECOMMENDATIONS

- 2.1 That the procedure rules for the Performance Monitoring Board are reviewed and noted.

3. BACKGROUND

- 3.1 When the Performance Management Board was set up, in addition to the Terms of reference, a set of procedure rules were required to govern the way the Board works, and the relationships between Members and Officers.
- 3.2 The procedure rules have been drawn up in discussion with the Chairman of Performance Management Board, and have been approved by Standards Committee (1st March) and Full Council (7th March).

4. Financial Implications

- 4.1 There are no direct financial implications arising from this report.

5. Legal Implications

- 5.1 As the Procedure Rules would form part of the Council's Constitution the Council would be legally bound to abide by them.

Background Papers

None

Report Author

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PERFORMANCE MANAGEMENT BOARD PROCEDURE RULES

The purpose of these procedure rules is to guide Members and Officers of the Council in their relations with one another in the Performance Management Board. The aim is to promote the high standards in public life that are required for a modern council. These procedure rules set out the roles, responsibilities and behaviours of Members and Officers to avoid confusion and misunderstanding and to act as a reference point if relationships become strained.

1. The Performance Management Boards?

The Council will have the Performance Management Board, as detailed in Article 6, and will appoint to it as it considers appropriate from time to time.

2. Relationship between the Board and Portfolio Holders

The Performance Management Board is primarily concerned with working in partnership with Executive Cabinet, Scrutiny and officers to improve the performance of the Council and deliver better outcomes for the District's people. Ultimately, responsibility for performance rests with the portfolio holders and the Executive Cabinet. As a consequence the Board does not have the power to make decisions with regard to performance ; however, it has a pivotal role in examining performance issues in more detail. After each Board meeting one of two courses of action will take place:-

- a composite report, based on the agenda items, will set out the performance issues identified by the Board and the recommended corrective actions, which will go forward to the next available Executive Cabinet for decision;
- for performance issues requiring urgent corrective action the relevant head of service will seek approval from their Corporate Director and Portfolio Holder for an agreed course of action, which will be reported onto to the next Cabinet as per the first bullet point above.

3 Relationship between the Board and Officers

The fundamental relationship between Members and Officers should be that Members set the parameters for Council work (objectives and policy) and then let Officers manage the day to day running of the Council, whilst guaranteeing that strong scrutiny and performance management systems are in place. The Performance Management Board has a key role to play in this relationship being a key feature of the Council's performance management system.

The Board will need to ensure that it strikes the right balance between examining officer performance and ensuring officers have sufficient time to manage the day to day operations of the Council. This is a particularly pertinent point during the recovery period; with an ambitious recovery plan, when management capacity is at a premium. Conversely, Officers need to remember that Members, unlike officers, are voted in every four years and that the performance of the Council as a whole and in their particular wards will be a key feature in them being successfully re-elected.

To ensure a balance is struck between allowing Offices manage the day to day operations of the Council and ensuring sufficient time is set aside for Members to examine performance the following relationship is proposed:-

- the Chief Executive or Assistant Chief Executive to always be in attendance for each Board meeting and all of the meeting;
- any specific service performance issues which the Board wishes to discuss to be addressed to the Head of Service and with no other officer from that service; unless the Head of Service wishes to bring an expert officer to the Board meeting;

- the Heads of Service (and Corporate Directors if in attendance) to attend for their performance items only and are able to leave once these agenda items are complete;
- the Heads of Service and Corporate Directors to be given 5 working days prior notice of their required attendance, an approximate time and explanation, based on a pre-agenda meeting between the Chairman, Vice-Chairman and Assistant Chief Executive to consider which performance issues the Board will want to “drill down” into at the meeting; and
- all the Members of the Board to be able to put forward their views on which items should be “drilled down” at the meeting, by contacting the Chairman and/or Vice-Chairman in advance of the meeting.

4. **Who may sit on Performance Management Board?**

All councillors except members of the Executive may be members of the Performance Management Board. Members of the Performance Management Board who cannot attend a particular meeting may appoint another councillor (other than a member of the Executive) to attend as substitute in their place; however, no Member may be involved in consideration of a decision which he/she has been directly involved. If any Member of the Performance Management Board finds that a decision in which he/she has been directly involved is to be considered, he/she shall declare the fact to the Board and take no part in the discussion and voting in the part of the meeting which relates to that decision.

5. **Co-optees**

The Performance Management Board shall not be entitled to appointment co-optees.

6. **Meetings of the Performance Management Board**

There shall be at least 12 ordinary meetings of the Performance Management Board in each year. In addition, extraordinary meetings may be called from time to time as and when appropriate. A Performance Management Board meeting may be called by the Chairman and Vice-Chairman of the Board, by any 3 members of the Board or by the proper officer if he/she considers it necessary or appropriate. In all three instances Board Members and officers should work in partnership with each other, before making such a decision. With a regular meeting every month, it is hoped that extraordinary meetings in the vast majority of cases will not be required.

7. **Quorum**

The quorum for an Performance Management Board shall be as set out for committees in the Council Procedure Rules in Part 4 of this Constitution.

8. **Who chairs Performance Management Board meetings?**

Chairmen of Performance Management Board will be drawn from among the councillors sitting on the committee, and subject to this requirement the Board may appoint such a person as it considers appropriate as chairman.

9. **Work programme**

The Performance Management Board will be responsible for setting its own work programme in partnership with other elements of the Council. This will include taking into account the wishes of Members on that Board who are not members of the largest political group on the Council, together with the views of the Executive Cabinet, the Audit Board, Scrutiny Steering Board, Full Council and the views of officers. The partnership with officers will need to have due regard to the capacity of officers to deliver the agreed work programme (similar to Full Council’s agreement to a maximum of 5 task and finish groups within the Scrutiny Steering Group).

Inclusion of matters in the work programme will be dependant on the following:-

- a) The Executive Cabinet is responsible for setting the objectives, priorities and performance targets of the Council. The Performance Management Board is responsible for examining and monitoring the progress of these and making recommendations to the Executive Cabinet on required corrective action. Performance issues form a key part of any debate on future objectives, priorities and targets, so the Board should have an opportunity to put forward its views to Executive Cabinet on any debate on the strategic direction of the Council;
- b) The Performance Management Board is responsible for examining and monitoring progress and performance across the Council. Where an issue needs to be examined in greater detail it will be referred to the Scrutiny Steering Board;
- c) Service Business Plans will be approved by Portfolio Holders and Executive Cabinet with the Corporate Management Team responsible for implementation. Heads of Service will be required to provide quarterly progress reports to the Performance Management Board on their Service Business Plans. The Board will examine Service Business Plans, after they have been provisionally agreed by Portfolio Holders and prior to their final agreement at Executive Cabinet, so that the Board, can make recommendations to Executive Cabinet on the appropriateness of any Service Business Plan;
- d) The Performance Management Board will have responsibility for examining and monitoring progress in respect of the Council's Recovery Plan each month, making recommendations to the Portfolio Holder and the Leader of the Council in advance of the monthly Government Monitoring Board. When Voluntary Engagement ends, the Performance Management Board will be responsible for examining and monitoring the progress of any Improvement Plan or corporate programme of projects agreed by Executive Cabinet;
- e) The Performance Management Board will have no responsibility for Audit functions which will be considered by the Audit Board;
- f) The Performance Management Board will be responsible for driving implementation of any recommendations arising from Value for Money and Use of Resources assessments.

10. **Agenda items**

The majority of agenda items will be on a regular cycle of reporting as per the agreed work programme. The work programme will be reviewed annually, but can be amended through the year by the Board if required. The work programme will be set in partnership (see section 8) and arrangements for asking officers to attend the Board are set out in 3 above.

Additional agenda items (other than the work programme) may include: more detailed reports from officers on a particular performance issue and/or more regular reporting of specific performance indicators which are of concern to the Board. In both instances, the Board will work in partnership with officers to agree these additional agenda items.

Where a matter is referred to the Performance Management Board by the Council (including a matter referred by the Chairman under Council Procedure Rule 10.5), it shall be considered at either the first or second ordinary meeting of the Performance Management Board following the referral. The Performance Management Boards shall also respond, as soon as its work programme permits, to requests from the Executive to review particular areas of Council activity. Where it does so, the Performance Management Board shall report its findings and any recommendations back to the Executive and/or Council. The Council and/or the Executive shall consider the report of the Performance Management Board within two months of receiving it.

11. Enquiries and Investigations

Detailed enquiries and investigations should be referred to the Scrutiny Steering Board. The Performance Management Board may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations. They may ask witnesses to attend to address them on any matter under consideration and may pay to any advisers, assessors and witnesses a reasonable fee and expenses for doing so, provided that any budget set by the Council each year for such purposes is not exceeded

12. Reports from Performance Management Boards

Once it has formed recommendations on proposals for development, the Performance Management Board will make recommendations and submit them for consideration by the Executive or to the Council as appropriate.

13. Making sure that Performance Management Board reports are considered by the Executive

The agenda for Executive meetings shall include an item entitled 'Issues arising from Performance Management Board'. The reports of Performance Management Board referred to the Executive shall be included at this point in the agenda (unless they have been considered in the context of the Executive's deliberations on a substantive item on the agenda) within two months of the Performance Management Board completing its report/recommendations.

All regular reports to the Performance Management Board as per the agreed work programme for the year to go onto the next available Cabinet. Each report will clearly identify the proposed corrective action recommended by the Board, based on its discussions with officers, which Cabinet can then action. For performance issues requiring urgent corrective action the relevant head of service will seek approval from their Corporate Director and Portfolio Holder for an agreed course of action, which will be reported onto to the next Cabinet.

14. Rights of Performance Management Board members to documents

- (a) In addition to their rights as councillors, members of the Performance Management Board have the additional right to documents and to notice of meetings as set out in the Access to Information Procedure rules in Part 4 of the Constitution.
- (b) Nothing in this paragraph prevents more detailed liaison between the Executive and the Performance Management Board as appropriate depending on the particular matter under consideration.

15. Members and officers giving account

- (a) The Performance Management Board may review performance of the Council's departments . As well as reviewing documentation, it may require any member of the Executive, the head of paid service and/or any senior officer to attend before it to explain in relation to matters within its remit:
 - i) any particular decision or series of decisions;
 - ii) the extent to which the actions taken implement Council policy; and/or
 - iii) their performance.and it is the duty of those persons to attend if so required.

- (b) Where any member or officer is required to attend the Performance Management Board under this provision, the Chairman of the Board will inform the proper officer. The proper officer shall inform the member or officer in writing, giving at least 5 working days notice of the meeting at which he/she is required to attend. The notice will state the nature of the item on which he/she is required to attend to give account and whether any papers are required to be produced for the Board. Where the account to be given to the Board will require the production of a report, then the member or officer concerned will be given sufficient notice to allow for preparation of that documentation.
- (c) Where the member or officer is unable to attend on the required date, the Performance Management Board shall in consultation with the member or officer arrange an alternative date for attendance.

16. BEHAVIOURS OF OFFICERS

To help the work of the Board, Officers will ensure they display the following behaviours:-

- start from a position of mutual respect and understand that Members, as elected representatives, has a legitimate right to scrutinise performance;
- present facts on performance that are easily understood and enable Members to focus on the problem areas and not lose time trying to decipher complicated reports;
- ensure papers go out seven days in advance of the meeting and that late papers are avoided;
- ensure that a work programme for the year is agreed and adhered to;
- provide leadership and send a message to Members and staff by attending the Board;
- making sure they are sufficiently prepared in order to be able to provide answers on the day and avoid having to get back to the Board;
- communicate in an open manner that allows Members to understand the nature of a performance problem;
- focus on solutions to performance problems and avoid problem rehearsal; and
- ensure agreed actions are actioned.

17. BEHAVIOURS OF MEMBERS

To help the work of the Board, Members will ensure they display the following behaviours:-

- start from a position of mutual respect and “presumed competence” in the Corporate Management Team;
- work in a constructive cross party manner with a focus on performance improvement;
- focus on the facts at hand, remaining objective and non-personal;
- work in partnership with officers focusing on solutions and barriers to improved performance;
- as part of the “drilling down” into a performance issue, listen to the officer and allow them to explain the issue and listen; and
- challenge performance in a constructive manner.

18. Attendance by others

The Performance Management Board may invite people other than those people referred to in paragraph 11 above to address it. It may for example wish to hear from residents, stakeholders and members and officers in other parts of the public sector and shall invite such people to attend.

Members of the Executive Cabinet and officers have the right to attend meetings of the Performance Management Board and to speak on relevant items. However, members of the Executive Cabinet may not propose, second or vote on motions to be considered by the Performance Management Board.

If the Performance Management Board is to consider a motion referred to it by the Council meeting, the proposer and seconder of the motion shall (if they are not members of the Performance Management Board) have the right to attend the relevant meeting and to explain the reasons for their motion, although they may not propose, second or vote on recommendations by the Board which arise from that motion.

19. The party whip

When considering any matter in respect of which a member of the Performance Management Board is subject to a party whip, the member must declare the existence of the whip, and the nature of it before the commencement of the Board's deliberations on the matter. The declaration, and the detail of the whipping arrangements, shall be recorded in the minutes of the meeting.

20. Procedure at Performance Management Board meetings

- (a) The Performance Management Board shall consider the following business:
 - i) minutes of the last meeting;
 - ii) declarations of interest (including whipping declarations);
 - iii) responses of the Executive to reports and recommendations from the Performance Management Board; and
 - iv) the business otherwise set out on the agenda for the meeting.
- (b) The Performance Management Board may also ask people to attend to give evidence at Board meetings which are to be conducted in accordance with the following principles:
 - i) that the investigation be conducted fairly and all members of the Board be given the opportunity to ask questions of attendees, and to contribute and speak;
 - ii) that those assisting the Board by giving evidence be treated with respect and courtesy; and
 - iii) that the investigation be conducted so as to maximise the efficiency of the investigation or analysis.
- (c) Following any investigation or review, the Board shall prepare a report or recommendations, for submission to the Executive and/or Council as appropriate and shall make its recommendations, report and findings public.

21. Matters within the remit of more than one Board

Where the task group established by the Scrutiny Steering Board conducts a review or scrutinises a matter which also falls (whether in whole or in part) within the remit either the Audit Board or the Performance Management Board, before submitting its findings to the Executive and/or Council for consideration, the report of the task group shall be considered by the relevant Board which will be asked to comment on the report. Those comments shall be incorporated into the final version of the task group's report which is then considered by the scrutiny steering Board before being recommended on the Executive Cabinet.

SERVICE BUSINESS PLAN

Culture and Community Services

1st April 2006 - 31st March 2007



bromsgrove council

www.bromsgrove.gov.uk

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Introduction from the Corporate Director and Head of Service

During the course of the past year a number of changes have occurred within the Council to help it more ably meet the challenges it will face in the coming years. A significant change has been the creation of the new Department of Culture and Community Services which brings together the former Leisure Services department, Community Safety, CCTV and the Lifeline operation.

In addition Community and Partnership development has been added to the responsibilities of the department an area of work that the Council recognises it has not paid adequate attention to in the past. Key priorities in this area over the coming years will be to develop greater capacity within the voluntary sector and to respond to a number of key challenges including the Children's Act, the development of a Play Strategy, the development of Safer and Stronger Communities and the impact of Local Area Agreements.

There is a growing expectation for the local authority to take a strategic approach to the management and delivery of services, and to support and build capacity at a local level within the voluntary sector, and key agencies. Consequently there is a need to develop new partnerships and foster an environment where external funding can be brought into the authority, both directly and indirectly, to enhance services and to generate income where this is an achievable goal.

The Business Plan for Culture and Community Services outlines how the Council, and its partners, propose to use their financial resources for the benefit of the wider community in the best possible way. It will enable the authority to direct its own provision and play an appropriate part in facilitating services to the benefit of all residents.

We commend the Plan to you.

Robbie Hazlehurst
Head of Culture & Community Services

Phil Street
Corporate Director (Services)

Councillor June Griffiths
Portfolio Holder for Culture & Community Services

Council Values and Priorities

Areas of Focus

The six Council objectives are:	In 2006/07 we will:
<ul style="list-style-type: none"> ➤ To provide a clean, safe, attractive environment 	<ul style="list-style-type: none"> ➤ Ensure that our facilities are clean and attractive. ➤ Develop a forward strategy for CCTV ➤ Implement Community Safety Partnership Tasking. ➤ Implement Section 17 awareness and training for all managers and staff and ensure ongoing training is carried out for all new entrants ➤ Work with partners to provide diversionary activities for young people. ➤ Work with partners to help improve the quality of the Bromsgrove Street Scene. ➤ Work with partners to develop task groups and policies related to Domestic Violence and Bromsgrove Town Centre ➤ Work with partners to reduce the harm of drugs and alcohol
<ul style="list-style-type: none"> ➤ To protect and improve our environment and promote sustainable communities. 	<ul style="list-style-type: none"> ➤ Work with partners and the local community to improve the quality of our parks and open spaces ➤ Complete the 'Liveability fund' projects in our parks and open spaces ➤ Work with partners and our local communities to ensure that there is an adequate supply of community facilities and opportunities across the district that complement each other. ➤ Consult with our local communities to determine their needs and best to deliver them. ➤ Ensure that the facilities provided by Leisure Services are cost effective and provide 'good value for money'
<ul style="list-style-type: none"> ➤ To develop a caring, socially aware society 	<ul style="list-style-type: none"> ➤ Aim to provide services which are customer focused, readily accessible, and meet statutory set standards and best practice requirements.
<ul style="list-style-type: none"> ➤ To provide sustainable culture and leisure opportunities. 	<ul style="list-style-type: none"> ➤ Ensure that there is a suitable mix of cultural and leisure facilities and opportunities that are accessible to all sections of the community including the Arts Centre, sports facilities and opportunities, play areas, open spaces and facilities for young people. ➤ Complete Phase 2 of the Dolphin Centre refurbishment ➤ We will work with partners to realise the

	<p>potential of our young people.</p> <ul style="list-style-type: none"> ➤ Work with the PFI Schools Developer to ensure that any additional community provision provided as part of the redevelopment of local schools complements and/or improves existing provision. ➤ Develop a Play Strategy for the district ➤ Deliver the agreed Section 106 projects associated with children's play, open space and other recreational purposes ➤ Finalise proposals for the introduction of a Leisure Pass scheme ➤
<ul style="list-style-type: none"> ➤ To be an efficient and effective Council . 	<ul style="list-style-type: none"> ➤ Complete and implement the departments re-structuring including the recruitment of new staff ➤ Aim to provide services which are customer focused, readily accessible, and meet statutory set standards and best practice requirements ➤ Investigate the setting up of a Charitable Trust for the management and operation of 'Leisure' facilities. ➤ Work with partners to achieve the outcomes/targets contained within the Local Area Agreement as outlined in Appendix 3 ➤ Work towards meeting the standards set by:- <ul style="list-style-type: none"> • 2002 Amended Crime & Disorder Act • 2003 Anti-Social Behaviour Act • TAES (Towards an Excellent Service) - The Excellence Framework for Sport and Recreation Services and/or • 'Quest' for Sport & Recreation Management • CPA Cultural Services assessments • CCTV Licensing Authority ➤ Assess and review the local performance indicators for the service to ensure they are meaningful and realistic ➤ Maximise the use of information technology to make services more efficient and accessible including the introduction of 'on-line' booking for our sports facilities. ➤ Work at all times in accordance with corporate standards and procedures.
<ul style="list-style-type: none"> ➤ To develop and sustain a strong and expanding economy. 	<ul style="list-style-type: none"> ➤ Work with partners to promote the district as a venue for holding events, seminars etc., linked to the achievement

	<p>of this objective.</p> <ul style="list-style-type: none"> ➤ Work with partners to help develop and sustain the facilities and opportunities essential to attracting new businesses to the district, e.g. cultural and sports opportunities, quality parks and open spaces and a range of special events. ➤ Contribute positively to the work of the Worcestershire Destination Marketing Management Partnership
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Recovery Plan Issues

The Related Recovery Plan Themes are:	In 2006/07 we will:
<ul style="list-style-type: none"> ➤ Performance and service improvement. 	<ul style="list-style-type: none"> ➤ Reinforce and improve the 'performance management culture' within the department. ➤ Monitor and review the targets for the operation of the service. ➤ Work towards the achievement of an appropriate 'quality assurance scheme, for the service. ➤ Meet corporate and service specific, customer service standards. ➤ Strengthen customer focus and enhance service access arrangements.
<ul style="list-style-type: none"> ➤ Financial Management 	<ul style="list-style-type: none"> ➤ Maintain strong financial management of budget and revenue streams. ➤ Implement and Review the five year program of building and service improvements linked to financial performance.
<ul style="list-style-type: none"> ➤ Organisational Development 	<ul style="list-style-type: none"> ➤ Continually look at alternative options for service delivery to ensure the effectiveness and efficiency of the services provided.

Service Aims

Participation - to promote greater participation in leisure and encourage people to improve their skills and achieve their potential. To ensure that all people have access to take part in their chosen activity.

Service Delivery - to deliver services in a co-ordinated, cost effective and responsive way that enables them to strive to achieve 'top quartile' status. To provide facilities, activities and services that are sympathetic to the needs of the local community and users.

Equality and Diversity Issues – Culture and Community Services can and does play a major role in promoting the inclusion of all groups in society. However, inequalities have traditionally existed within some of our area of work, particularly in relation to gender, race and disability.

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

What is equity? - Equity is about fairness, equality of access, recognising inequalities and taking steps to address them. It is about changing the culture and structure of what we do to ensure that it becomes equally accessible to all members of society, whatever their age, ability, gender, race, ethnicity, sexuality or socio-economic status.

To achieve equity we need to:

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

External Links - to establish and sustain partnerships, which benefit the development of safer and stronger communities in Bromsgrove District, the region and beyond.

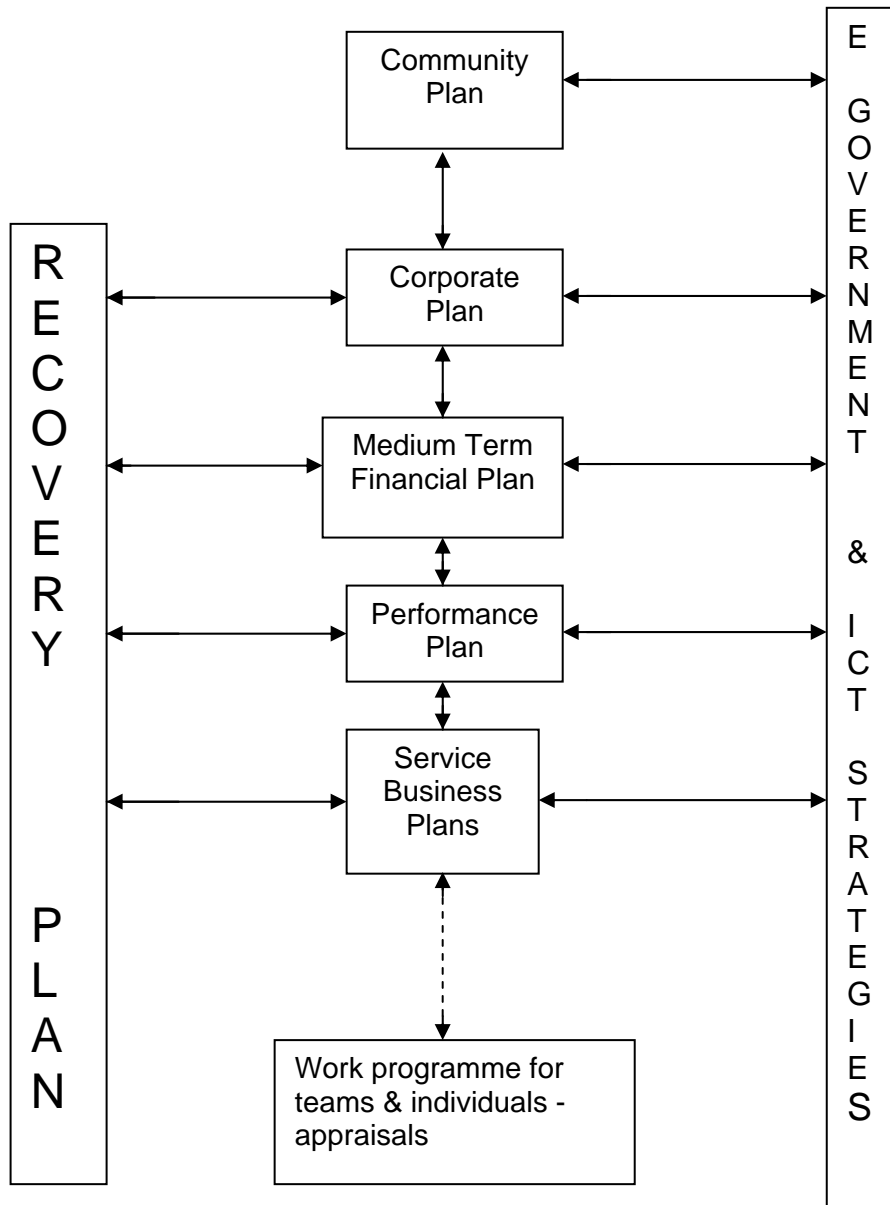
Raising the Profile - to promote Bromsgrove and its culture and community services to everyone who lives, works, visits or attends school or college in the district.

Professional & National Standards

1. 2002 Amended Crime & Disorder Act 2003 Anti-Social Behaviour Act
2. TAES (Towards an Excellent Service) - The Excellence Framework for Sport and Recreation Services and/or
3. 'Quest' for Sport & Recreation Management
4. CCTV Licensing Authority
5. Green Flag – The national standard for quality parks administered by the Civic Trust
6. RoSPA and the Health and Safety Executive
7. CPA Cultural Services assessments
8. Council Policies and Procedures.

Business Framework

How Our Key Plans Fit Together



The framework provides a process for continued improvement.

Meeting Customer Needs

Our key aim is to provide an efficient and effective service accessible to all, which meets the needs and expectations of our customers.

This year we will:

- Ensure that all our services are operated to the highest possible health and safety standards in line with industry best practice
- Complete phase 2 of the Dolphin Centre refurbishment
- Investigate the setting up of a Charitable Trust for the management and operation of 'Leisure' facilities
- Introduce Crime & Disorder Reduction Partnership (CDRP) Tasking.
- Consult with local residents and partners on the provision of a new 'youth' facility based at Wythall and then deliver it.
- Deliver the agreed Section 106 projects associated with children's play, open space and other recreational purposes
- Continue to develop existing partnerships with WHASP, local PCT, local interest and activity groups, Active Communities, Community Safety, local sports facilities and others to develop the Sports Development service
- Sustain and seek opportunities to develop the Walking to Health Initiative
- Work with partners to increase the number of diversionary activities available for young people through partnership working and shared resources
- Enter Sanders Park for the Green Flag Award
- Review whether or not TAES [(Towards an Excellent Service) - The Excellence Framework for Sport and Recreation Services] is still the appropriate quality assurance accreditation in the light of the expanded department.
- Review the local performance indicators for the service to ensure they are meaningful and realistic.
- Implement and review the 5 year program of maintenance/improvements to all our facilities to ensure that they continue to meet the expectations of both existing and future customers and remain competitive and attractive.
- Work with volunteers within the local community including a) Millennium Volunteers, b) Community and Higher Sports Leaders, c) Duke of Edinburgh Award Scheme, d) Teachers, e) Adults other than teachers to improve the quality and level of cultural and sporting provision available within the district
- Finalise proposals for the introduction of a Leisure Pass scheme
- Implement the recommendations of the Museum Task Group as agreed by the Council.
- Maximise the use of information technology to make services more efficient and accessible to our customers including the introduction of 'on-line' booking for our sports facilities.
- Review and update the Departments Consultation Strategy

Conduct performance development reviews for all staff to ensure performance is properly assessed, and to enable compensating action to be taken to secure service delivery improvements.

Working Together

- **External Partnership arrangements**
- **Learning from and sharing with other service providers, agencies, businesses and the community**

This year we will:

- Work with partners to respond to and address the requirements of the Children's Act 2004.
- Continue to work with the Community Safety Partnership to implement the delivery of the Community Safety Strategy 2005 -2008
- Continue to work with Parish Councils and other partners to determine how best to utilise the Section 106 moneys available for open space and associated recreational purposes.
- Implement a tree planting regeneration programme at Sanders Park in association with the Scouts
- Work with the Bromsgrove and Redditch Primary Care Trust Physical Activity Implementation Group to promote the benefits of physical activity within education
- Work with the preferred Bromsgrove PFI Schools Developer to ensure that any additional community provision provided as part of the redevelopment of local schools complements and/or improves existing provision.
- Investigate alternatives for the procurement of play facilities to achieve better value
- Work with partners in Worcestershire to determine the feasibility of setting up a Destination Marketing Partnership for the future delivery of Tourist and Visitor services across the county
- Continue to work with other local authorities, in particular our neighbouring ones in Worcestershire, to identify and promote best practice and value for money, customer focused, service provision.
- Continue to network with a range of external organisations as a means of keeping up to date with industry best practice including; Chief Cultural and Leisure Officers Association at national and regional level, West Midlands Regional Parks Forum, Institute of Sport and Recreation Management and the Association of Performance Service Excellence.
- Continue to work with our existing partners

Our Performance

Detailed below is a summary of our performance against nationally set performance indicators for 2005/6, and our targets for 2006/7. Attached as Appendix 4 are our proposed local performance indicators and targets for 2006/7.

Our future performance will be recorded and analysed through the use of the Council's corporate performance management system, and monitoring reports on the Top 45 indicators will be submitted to the Performance Management Board on a quarterly basis.

Poor performance can thus be readily identified and acted upon.

Performance outcomes in 2005 / 2006	Related Council objective
Created and implemented the new department's structures with business plan, appraisals, one to ones, team meeting and budget.	To be an efficient and effective Council.
Worked with the Community Safety Partnership to implement and commence the delivery of the Community Safety Strategy 2005 -2008	To provide a clean, safe and attractive environment.
Instigated a review of CCTV in consultation with all partners	To provide a clean, safe and attractive environment. To be an efficient and effective Council
Trained and Licensed all CCTV Staff to the standard required by legislation.	To provide a clean, safe and attractive environment To be an efficient and effective Council
Appointed an additional 2 Community Wardens on behalf of the Community Safety Partnership	To provide a clean, safe and attractive environment
Opened new Arts Centre (Artrix) and transferred the facility to the Arts Centre Trust.	To provide sustainable culture & leisure opportunities. To be an efficient and effective Council.
Opened the refurbished Dolphin Centre (Phase 1)	To provide sustainable culture & leisure opportunities.
The Dolphin Centre obtained 'Quest' Quality re-accreditation	To provide sustainable culture & leisure opportunities. To be an efficient and effective Council
Completed the construction of the new Customer Service Centre at the Dolphin Centre	To be an efficient and effective Council
Delivered a successful school holiday activity program for young people	To provide sustainable culture & leisure opportunities.
Delivered a successful program of events including; Bandstand program, bonfire & firework display, Street Theatre, Xmas Lights switch on	To provide sustainable culture & leisure opportunities.

Performance outcomes in 2005 / 2006	Related Council objective
Worked with the Worcestershire All Sports Partnership to develop and implement a strategic and coordinated approach to Sports Development across Worcestershire.	To provide sustainable culture & leisure opportunities. To be an efficient and effective Council.
Worked with the Worcestershire Arts Forum to develop a strategic and coordinated approach to Arts Development across Worcestershire	To provide sustainable culture & leisure opportunities. To be an efficient and effective Council.
Worked in partnership with other local authorities in Worcestershire related to the delivery of the 'Liveability Fund'	To provide sustainable culture & leisure opportunities. To protect and improve our environment and promote sustainable communities. To be an efficient and effective Council.
Consulted with local residents on the development of management plans for Sanders Park and St Chad's Park linked to the delivery of the 'Liveability Fund' works	To provide sustainable culture & leisure opportunities. To protect and improve our environment and promote sustainable communities.
Consulted with local residents on the development of plans for the development of a new park and play area at Barnsley Hall linked to the delivery of the 'Liveability Fund' works	To provide sustainable culture & leisure opportunities. To protect and improve our environment and promote sustainable communities.
Reviewed and concluded the play area inspection and maintenance procedures including the provision of further staff training	To provide sustainable culture & leisure opportunities. To protect and improve our environment and promote sustainable communities.
Worked with Members, Parish Councils and other partners to develop spending plans for the Section 106 moneys available for open space and associated recreational purposes.	To provide sustainable culture & leisure opportunities. To protect and improve our environment and promote sustainable communities. To be an efficient and effective Council.
Worked in partnership with private companies to hosting a seminar to disseminate g good practice of play innovation and provision .	To provide sustainable culture & leisure opportunities. To be an efficient and effective Council.

Performance outcomes in 2005 / 2006	Related Council objective
<p>National Performance Indicators:</p> <p>Bromsgrove Museum (Figures up to 31/12/05)</p> <ul style="list-style-type: none"> ➤ BV170a – No of visits to/usages per 1000 population – 16.8 (Target – 28) ➤ BV170b – No of those visits in person per 1000 population – 9.8 (Target 26) ➤ BV170c – No of pupils visiting museums and galleries in school groups – 418 (Target 800) <p>Community Safety</p> <ul style="list-style-type: none"> ➤ BV126a Domestic Burglaries per 1,000 Households – 7.1 (Target 13.1) ➤ BV126b Domestic Burglaries Detected – 41.9% ➤ BV127 (a) Violent Crimes per 1,000 Population – 9.7 (Target 13.8) ➤ BV127 (a) Percentage of Violent Crimes Detected – 59% ➤ BV127 (b) Number of Robberies per 1,000 population – 0.27 (Target 0.60) ➤ BV127 (b) Percentage of Robberies Detected – 41.7% ➤ BV128 Vehicle Crimes per 1,000 population – 7.88 (Target 10.7) ➤ BV128b % Vehicle Crimes detected – 13.1% 	
<p>See attached Appendix 4 for the performance indicators and targets for 2005/6/7</p>	

Our performance is recorded and analysed through the use of the Council's corporate, computerised performance management system, and monitoring reports are submitted to Members on a quarterly basis.

Poor performance can thus be readily identified and acted upon.

Areas where we didn't achieve

National Indicators:

- The achievement of top quartile status for a small local museum such as the Bromsgrove Museum is impossible as we are competing with the large National and Regional Museums, but nonetheless we will continue to seek ways to drive up attendances within the resources available.

What we are doing about it

- We are further developing and increasing the number of temporary exhibitions that take place at the Museum and will continue to improve the liaison we have with local schools and colleges.

Anything key or special that we learnt? Significant or unexpected learning.

- The need to set service performance targets which are not overly ambitious, and therefore take better account of available resources.
- To substantially improve project management skills and plans, so as to avoid over-stretching finite resources and creating unacceptable risks of service failure.

Resources

- **Financial**

2004/05 Outturn	2005/06 Original Budget	2005/06 Projected Outturn	2006/07 Base Budget
2,732,451	1,552,955	1,581,000	1,706,810

The costs and establishment for 2006/07 are set out below:

Expenditure / Income	Cost	Notes
Employee costs	1,958,012	
Premise costs	392,883	
Transport costs	20,677	
Supplies and Services	645,633	Includes the payment to Artrix
Contract Costs	87,716	Includes payments re Ryland Centre, WHASP & Maintenance Contracts at Sports Centre
Transfer Payments		
Support Service Costs		
Capital Costs		
Total Expenditure	3,104,941	
Income	1,398,111	
Net Expenditure	1,706,810	

• **Staffing - Details of key points of contact for the department**

Name	Brief Details of Duties	Room No	Tel	E mail address
Robbie Hazlehurst Head of Service	Overall Service Management	168	881292	r.hazlehurst@bromsgrove.gov.uk
Vacant Business Support Manager	Business support to the Department			
Victoria Hartshorne Business Support Officer	Business Support (Lifeline)			v.hartshorne@bromsgrove.gov.uk
Julia Hickman Business Support Officer	Business Support (Lifeline)			j.hickman@bromsgrove.gov.uk
Sharon Kibble Business Support Officer	Business Support (Parks & Cemeteries)	164	88	s.kibble@bromsgrove.gov.uk
Susan Lisle Business Support Officer	Business Support (HOS & Community Development)	164	881380	s.lisle@bromsgrove.gov.uk
Pauline Ross Business Support Officer	Business Support (Community Safety)	152	881650	p.ross@bromsgrove.gov.uk
Vacant Business Support Assistant	Business Support (Allotments, Arts & Special events)	164	881493	
Julie Heyes Marketing Officer	Departmental Marketing & Publicity	170	881377	j.heyes@bromsgrove.gov.uk
Karen Spry Museum Curator (WCC)	Museum Curator	Museum	577983	k.spry@bromsgrove.gov.uk
Sarah Davies TIC Assistant	Operation of TIC	TIC	831809	s.davies@bromsgrove.gov.uk
Lilyana Webster TIC Assistant	Operation of TIC	TIC	831809	l.webster@bromsgrove.gov.uk
Rob Heard Parks & Community Services Manager	Parks & Community Management	164	881382	r.heard@bromsgrove.gov.uk
Sarah Breen Parks & Recreation Officer (Maternity Leave)	Parks & Recreation Management	164	881611	s.breen@bromsgrove.gov.uk
Jackie Boreham Parks & Recreation Officer (Maternity Cover)	Parks & Recreation Management	164	881611	j.boreham@bromsgrove.gov.uk
Sue Slade Parks & Events Assistant	Parks & Events Management	164		s.slade@bromsgrove.gov.uk
Huw Moseley Arts Development & Special Events Officer	Arts Development & Special Events	170	881381	h.moseley@bromsgrove.gov.uk
Vacant Partnership/Community Development Officer	Partnership & Community Development			@bromsgrove.gov.uk
John Godwin General Manager Sports Services	Management of Sports Centres & Sports Development	Dolphin Centre	881730	j.godwin@bromsgrove.gov.uk

Culture and Community Services Business Plan 2006/7

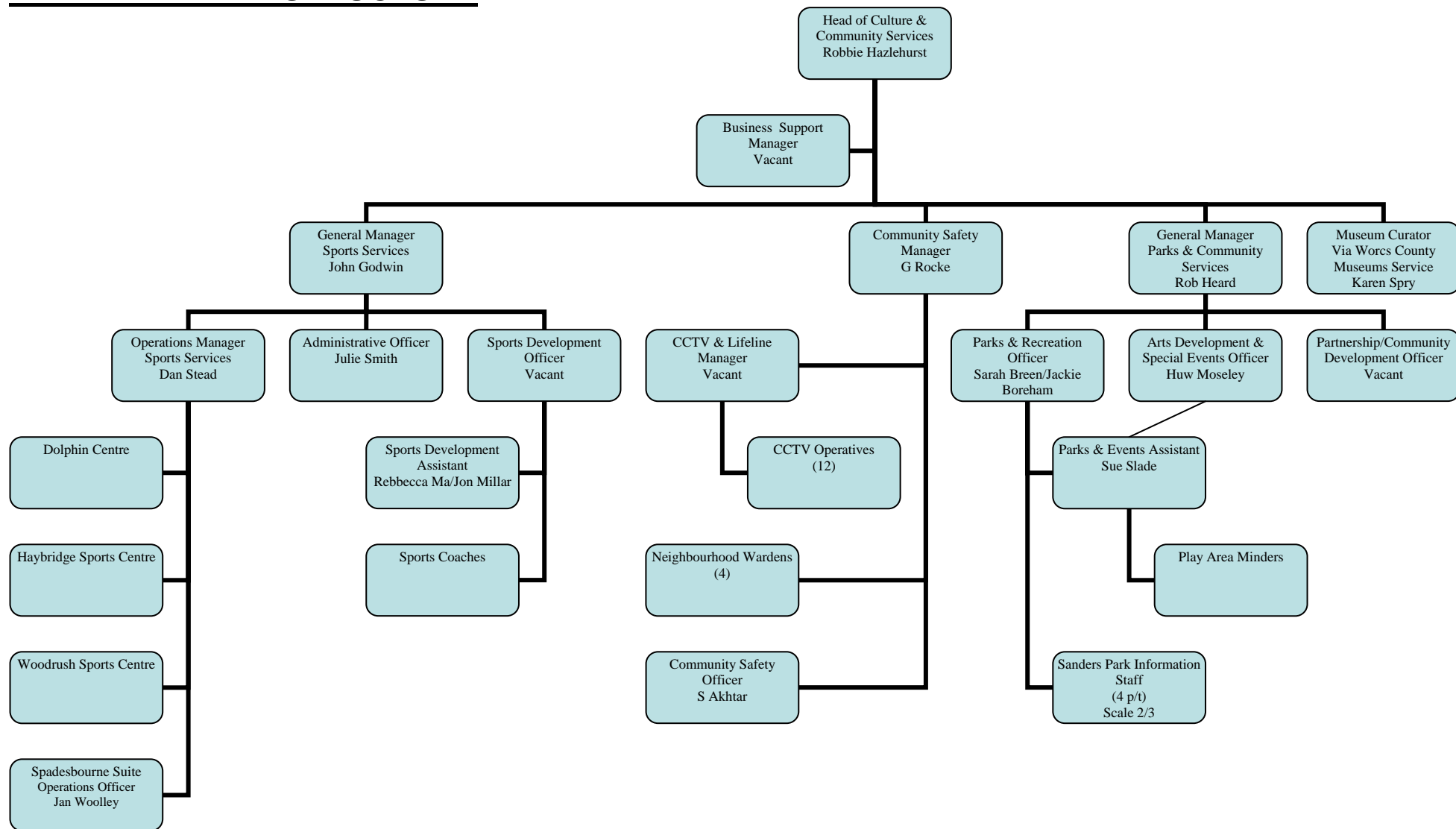
Dan Steed Operations Manager Sports Services	Management of Sports Centres & Spadesbourne Suite	Dolphin Centre	881727	d.steed@bromsgrove.gov.uk
Julie Smith Admin Officer Sports Services	Admin support to Sports Services	Dolphin Centre	881723	j.smith@bromsgrove.gov.uk
Andy Deakin Duty Manager Haybridge Sports Centre	Operation of Haybridge Sports Centre	Haybridge Sports Centre	01562 882790	
Spencer Harris Duty Manager Haybridge Sports Centre	Operation of Haybridge Sports Centre	Haybridge Sports Centre	01562 882790	
Mark Loveday Duty Manager Woodrush Sports Centre	Operation of Woodrush Sports Centre	Woodrush Sports Centre	01564 822784	
Carly Nicholls Duty Manager Woodrush Sports Centre	Operation of Woodrush Sports Centre	Woodrush Sports Centre	01564 822784	
Jan Woolley Operations Officer Spadesbourne Suite	Spadesbourne Suite & Marketing support	170	881378	j.woolley@bromsgrove.gov.uk
Vacant Sports Development Officer	Sports Development	171	881315	
Rebecca Ma Sports Development Officer (Temporary)	Sports Development	171	881651	r.ma@bromsgrove.gov.uk
Jon Millar Sports Development Assistant.	Sports Development	171	881352	j.millar@bromsgrove.gov.uk
Graham Rocke Community Safety Manager	Management of Community Safety & CCTV	152	881486	g.rocke@bromsgrove.gov.uk
Shamim Akhtar Community Safety Officer	Community Safety	152	881423	s.akhtar@bromsgrove.gov.uk
Neighbourhood Wardens	Warden	152	881650	
Vacant CCTV & Lifeline Manager				
Rachel McAndrews	CCTV Supervisor	CCTV Suite	878297	

Portfolio Holder details

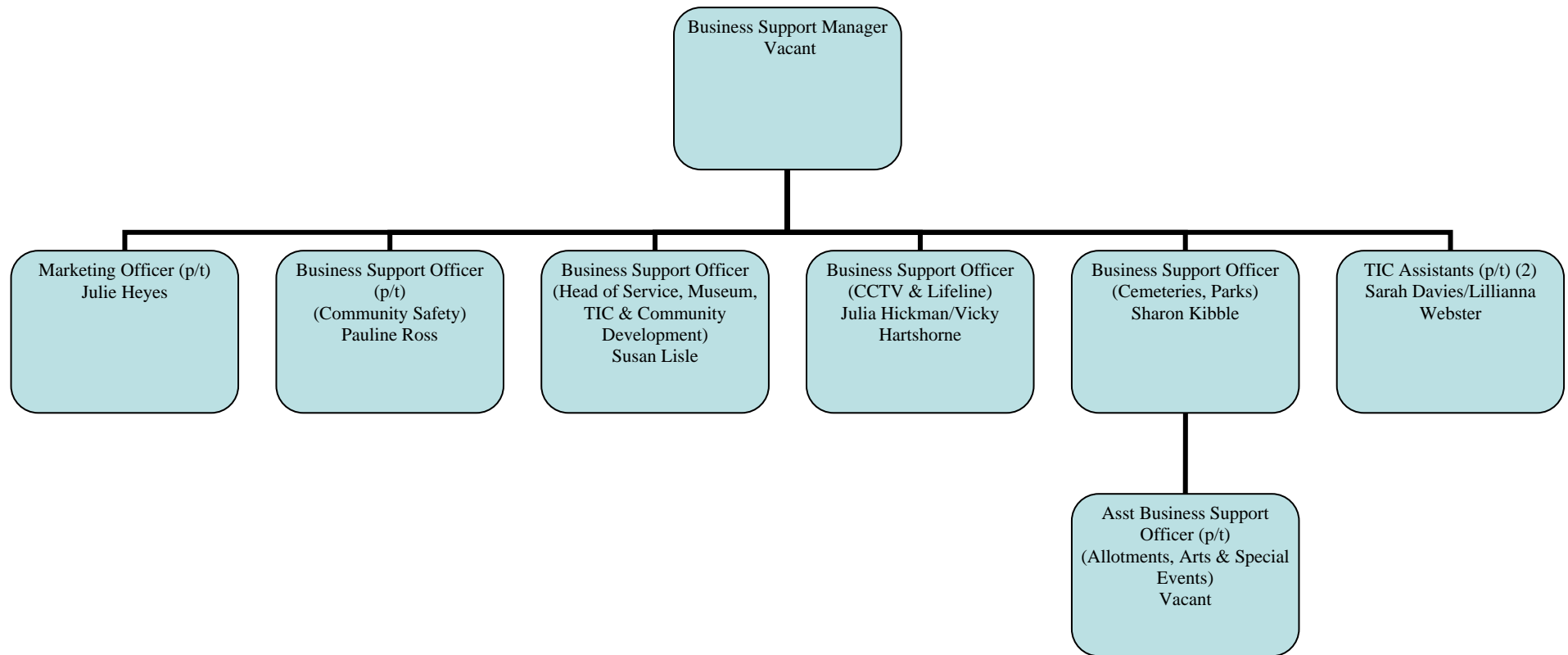
Councillor June Griffiths, Portfolio Holder for Culture and Community Services. Tel. no. 01527-62018.

The Council is mindful that staff development is key to corporate improvement and this is reflected in the corporate plan and the Council's financial arrangements

DEPARTMENTAL STRUCTURE



Culture and Community Services Business Plan 2006/7



Service Improvement Action Plan

A Service Improvement Plan has been produced, a summary of the key actions being shown in the following table.

Areas of Service Identified for Improvement

Key Problems/Issues	Actions to Address	Timescale
1. Management/staffing shortages caused by the restructuring process.	New appointments to be made as quickly as possible	Complete by May 2006. Immediate action
2. Implement new performance indicators for all sections of the department	New indicators to be agreed and owned by staff	By April 2006.
3 Office accommodation for the department to be reviewed to bring all sections of the department together in the interests of flexibility, efficiency and improved performance	Matter to be raised at CMT and agreement reached regarding a Council wide review` of office accommodation within the Council House	By September 2006
4. CCTV Improvement Plan/Strategy to presented and agreed by the Council	Report to be presented to the Council	By September 2006
5. Improve the efficiency and effectiveness of all staff	Develop and implement detailed work programs for all staff	By April 2006.
6. Improve the quality of service provision	i. Work towards the achievement of an appropriate 'quality assurance scheme ii. Identify staff training requirements and implement training program	i. By March 2007 ii. April 2006

To ensure that adequate progress is being made against key service improvement actions, quarterly monitoring and reporting to the Corporate Directors will take place.

Key Deliverables, Indicators and Project / Task Milestones

The Service has set itself up to ten key deliverables for 2006 / 2007. For each key deliverable, the Service has set itself key performance indicators (KPI's) and / or project / task milestones so that we can monitor progress.

Ref.	Key Deliverable Title
KD01	Deliver Phase 2 of the Dolphin Centre Refurbishment.

Ref.	Key Performance Indicator	2004 / 2005 Actual	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Measure Frequency
N/A	Phase 2 Refurbishment Completed	N/A	N/A	Refurbishment Completed	Quarterly

Ref.	Project / Task Title	Project Lead
CCS01	Dolphin Phase 2 Refurbishment Project Plan.	HoS & John Godwin
Planned position at 30 th Jun 2006	Scheme approved, project plan and timeline produced and contract commenced.	
Planned position at 30 th Sep 2006	Building works commenced.	
Planned position at 31 st Dec 2006	Building works complete and fitout commenced	
Planned position at 31 st Mar 2007	Scheme completed and opened to the public	

Ref.	Key Deliverable Title
KD02	Investigate the setting up of a Charitable Trust for the management and operation of 'Leisure Facilities'.

Ref.	Key Performance Indicator	2004 / 2005 Actual	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Measure Frequency
N/A	Investigation Completed	N/A	N/A	Investigation Completed	Quarterly

Ref.	Project / Task Title	Project Lead
CCS02	Charitable Trust for the management and operation of 'Leisure Facilities'..	HoS & John Godwin
Planned position at 30 th Jun 2006	Options Report presented to Cabinet for decision.	
Planned position at 30 th Sep 2006		
Planned position at 31 st Dec 2006		
Planned position at 31 st Mar 2007		

Ref.	Key Deliverable Title
KD03	Delivery of the Community Safety Strategy by April 2008
	Overall reduction in Crime by 17.5%

Ref.	Key Performance Indicator	2004 / 2005 Actual	2005 / 2006 Est. Outturn	2006 / 2007 Target	Measure Frequency
	Vehicle Crime Reduced per 1000 population	1040	980	925	Quarterly
	Criminal Damage Offences reduced per 1000 population	1456	1375	1295	Quarterly
	Violent Crime Offences reduced per 1000 population	1160	1096	1032	Quarterly
	Domestic Burglary Offences reduced per 1000 population	759	710	675	Quarterly

Ref.	Project / Task Title	Project Lead
CCS03	Overall reduction in Crime by 17.5% by 2007/8	HoS & Graham Rocke
Planned position at 30 th Jun 2006	CDRP Tasking in place CDRP Analyst in place	
Planned position at 30 th Sep 2006	CDRP statistical information is being used to task resources to the key crime areas in the district CCTV is an integrated element of CDRP tasking	
Planned position at 31 st Dec 2006	Ensuring the downward trends in crime figures are maintained and that the tasks emerging from the CDRP Tasking process and dealt with efficiently and effectively	
Planned position at 31 st Mar 2007	Ensuring the downward trends in crime figures are maintained and that the tasks emerging from the CDRP Tasking process and dealt with efficiently and effectively	

Ref.	Key Deliverable Title
KDO4	Reduce the Fear of Crime.

Ref.	Key Performance Indicator	2006 / 2007 Provisional Target	Measure Frequency
	Fear of Crime amongst local people is reduced		Annual
	Develop Performance Indicators for CCTV	Relevant performance indicators are in place	Monthly
	CCTV review is completed and reported to Council	The review is agreed by Executive Cabinet	Annual

Ref.	Project / Task Title	Project Lead
CCS04	To develop and implement a strategy to reduce the fear of crime linked to reductions in crime locally and increased crime detection.	HoS & Graham Roche
Planned position at 30 th Jun 2006	Regular press releases are produced outlining the successes in crime reduction and dection Performance Indicators are developed and agreed for CCTV Partners Against Crime Together (PACT) meetings are taking place throughout the district	
Planned position at 30 th Sep 2006	Regular press releases are produced outlining the successes in crime reduction and dection. CCTV review is completed and report produced for Members consideration PACT review report produced Additional Community Support Officers are deployed within the district	
Planned position at 31 st Dec 2006	Regular press releases are produced outlining the successes in crime reduction and dection Action plans developed associated with the CCTV review. Future role of Neighbourhood Wardens/Community Support Officers reviewed and agreed PACT meetings continue to take place	
Planned position at 31 st Mar 2007	Regular press releases are produced outlining the successes in crime reduction and dection Annual survey is carried out to measure peoples fear of crime	

'The Crime Audit 2004 has highlighted increasing feelings of safety to be a priority for action. Fear of crime in Bromsgrove is the highest in Worcestershire and yet crime levels are one of the lowest.

The likelihood of being a victim of crime is much lower that the fear of it. In Bromsgrove nearly two thirds (63%) of respondents to a residents survey felt unsafe in Bromsgrove at night and yet only a tenth (11%) had been a victim'- *Keeping Bromsgrove Safe. Bromsgrove Community Safety Strategy 2005 -2008*

Ref.	Key Deliverable Title
KD05	The Continued Success of Artrix.

Ref.	Key Performance Indicator	2004 / 2005 Actual	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Measure Frequency
N/A	Audience numbers continue to increase	N/A	16,500	22,060	Half Yearly
	Financial performance is in accordance with the Business plan	N/A	In line with Business Plan	In line with Business Plan	Annual linked to the production of the Centre's accounts
	Artistic Programme is diverse and meets the needs of the local population	N/A	N/A	Consultation carried out within the district with clear evidence that the programme is fulfilling public expectations	Annual

Ref.	Project / Task Title	Project Lead
CCS05	To support the on going development of the Artrix.	Huw Moseley
Planned position at 30 th Jun 2006	Performance monitoring meetings are established on a quarterly basis.	
Planned position at 30 th Sep 2006	Performance indicators are established for the Artrix Customer comment/customer consultation procedures are in place.	
Planned position at 31 st Dec 2006	Audience numbers continue to increase	
Planned position at 31 st Mar 2007	Future programmes take account of customer feedback	

Ref.	Key Deliverable Title
KD06	Delivery of Section 106 Schemes

Ref.	Key Performance Indicator	Measure Frequency
	All section 106 schemes approved by Council in September 2005 are completed	Quarterly

Ref.	Project / Task Title	Project Lead
CCS06	To deliver agreed Section 106 Schemes	Rob Heard
Planned position at 30 th Jun 2006	Project delivery plan and timeline in place for all schemes Orders have been placed for all Council managed schemes All third party schemes have agreed 'conditions of grant ' in place.	
Planned position at 30 th Sep 2006	All schemes have been completed or nearing completion	
Planned position at 31 st Dec 2006	All schemes complete	
Planned position at 31 st Mar 2007		

Ref.	Key Deliverable Title
KD07	Delivery of Special Events Programme.

Ref.	Key Performance Indicator	2004 / 2005 Actual	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Measure Frequency
	Bandstand Attendances	4,800	6,030	6,500	Annual
	Street Theatre Attendances	10,100	10,600	11,000	Annual
	Bonfire & Firework Display	16,500	20,500	22,000	Annual

Ref.	Project / Task Title	Project Lead
CCS07	Special Events Programme.	Rob Heard & Huw Moseley
Planned position at 30 th Jun 2006	Project plans, timelines and risk assessments in place for all events Bandstand programme in Sanders Park has commenced	
Planned position at 30 th Sep 2006	Street Theatre has been successful and well received by local residents Plans for the Bonfire and Firework display are well advanced	
Planned position at 31 st Dec 2006	All events have been successful and numbers attending have been maintained or increased	
Planned position at 31 st Mar 2007		

Ref.	Key Deliverable Title
KD08	Implementation of the Passport for Leisure Scheme.

Ref.	Key Performance Indicator	Measure Frequency
	New Scheme agreed and implemented	Half Yearly
	Performance Indicators developed for the scheme	Quarterly

Ref.	Project / Task Title	Project Lead
CCS08	Passport for Leisure Scheme.	HoS & John Godwin
Planned position at 30 th Jun 2006	Scheme approved, project plan and timeline produced for its implementation	
Planned position at 30 th Sep 2006	Admin systems & databases set up Pre publicity produced for its launch linked to the opening of Dolphin phase 2	
Planned position at 31 st Dec 2006	Performance Indicators developed for the scheme Scheme launched	
Planned position at 31 st Mar 2007	First quartly returns available re usage	

Ref.	Key Deliverable Title
KD09	Play Strategy produced for the District

Ref.	Key Performance Indicator	2006 / 2007 Provisional Target	Measure Frequency
	Play strategy produced and adopted by the Council	Strategy Adopted	Annual
	Action Plans developed for the implementation of the Strategy	Action Plans Developed	Quarterly
	Bid developed for submission to the Big Lottery for delivery of the strategy	Lottery bid agreed by Executive Cabinet	Annual

Ref.	Project / Task Title	Project Lead
CCS09	.	HoS & Rob Heard
Planned position at 30 th Jun 2006	Brief and template produced for the development of the strategy in conjunction with other District Councils and the County Council including a template for the development of local action plans. Consultation plan developed and agreed Work has commenced on the desk top research	
Planned position at 30 th Sep 2006	Consultation plan implemented Key issues identified and built into the strategy	
Planned position at 31 st Dec 2006	Draft Strategy completed for consultation Consultation events planned	
Planned position at 31 st Mar 2007	Strategy formally adopted by the Council Local action plans agreed for its delivery	

Ref.	Key Deliverable Title
KD10	Evaluate the feasibility of setting up a Direct Marketing Partnership for Visitor Management across Worcestershire

Ref.	Key Performance Indicator	2006 / 2007 Provisional Target	Measure Frequency
	Report outlining the feasibility presented to Members	Report presented to Executive Cabinet	Annual

Ref.	Project / Task Title	Project Lead
CCS10	Visitor Management Direct marketing Partnership	HoS & Business Support Manager
Planned position at 30 th Jun 2006	Continue to contribute to the Worcestershire Steering Group evaluating the options available Update report produced for Portfolio Holder	
Planned position at 30 th Sep 2006	Update report produced for Portfolio Holder	
Planned position at 31 st Dec 2006	Options report produced for Members	
Planned position at 31 st Mar 2007		

Ref.	Key Deliverable Title
KD11	Further develop the role that Culture has in delivering the 'well being' agenda of the Local Strategic Partnership

Ref.	Key Performance Indicator	2006 / 2007 Provisional Target	Measure Frequency
	Cultural activities are a key element of the Health and Well being Task Group of the LSP	Additional 3 Cultural Activities included within the Task Group	Annual
	Cultural activities are a key element of the Redditch & Bromsgrove PCT	Additional 2 Cultural Activities included within the PCT	Annual

Ref.	Project / Task Title	Project Lead
CCS11	Delivering Culture as part of the Health and Well being task Group.	HoS & John Godwin
Planned position at 30 th Jun 2006	Shared objectives are agreed and an Action Plan agreed to deliver those objectives	
Planned position at 30 th Sep 2006	Programme of activities is implemented	
Planned position at 31 st Dec 2006	An exercise/physical activity Health referral scheme is agreed with the PCT	
Planned position at 31 st Mar 2007	Pilot exercise referral scheme has been implemented	

Ref.	Key Deliverable Title
KD12	To develop a strategy and action plans related to how the Council can best provide support to the voluntary sector within the district to ensure that their services are delivered in the most efficient, effective and economic ways possible, and assist the Council and the LSP to achieve their objectives.

Ref.	Key Performance Indicator	2006 / 2007 Provisional Target	Measure Frequency
	Strategy and action plans are agreed by the Council and the LSP	Strategy agreed by Executive Cabinet	Half Yearly

Ref.	Project / Task Title	Project Lead
CCS12	Production of a Voluntary Sector Strategy.	Rob Heard & Partnership/Community Development Officer
Planned position at 30 th Jun 2006	Partnership/Community Development Officer recruited and in post	
Planned position at 30 th Sept 2006	Brief produced for the development of the strategy Consultation plan developed and agreed Work has commenced on the desk top research	
Planned position at 31 st Dec 2006	Consultation plan implemented Key issues identified and built into the strategy	
Planned position at 31 st Mar 2007	Draft Strategy completed for consultation Consultation events planned	

Ref.	Key Deliverable Title
KD013	Deliver the agreed outcomes of the Museum Task Group.

Ref.	Key Performance Indicator	2006 / 2007 Provisional Target	Measure Frequency
N/A	Action plans in place to deliver the agreed Museum Task Group outcomes	Action Plans agreed and progress made to deliver outcomes	Quarterly

Ref.	Project / Task Title	Project Lead
CCS013	Museum Task Group Outcomes	Task Group Chairman
Planned position at 30 th Jun 2006	Museum Task Group Recommendations presented to Executive Cabinet for consideration Executive Cabinet determines its approach to the management and operation of the Museum	
Planned position at 30 th Sep 2006	Action Plans produced for the delivery of the agreed outcomes.	
Planned position at 31 st Dec 2006		
Planned position at 31 st Mar 2007		

12.0 Community Engagement and Consultation

Key Consultations planned for 2006 - 2007 for the Service are:-

Consultation to be undertaken	Who is being consulted?	How will the results be used?	Estimated Cost (£)	Start Date / Finish Date	Lead Officer
Consultation in respect of the development of new play areas at; the Dolphin Centre, Oakhalls Estate,	Local Residents, Ward Councillors and young people's representatives .	To determine the location and type of equipment to be provided.	Within Existing Budget	01 March 06 to 31 May.06	Rob Heard
Consultation with regard to the development of a 'teenage facility in the Wythall area	Local Residents, Ward and Parish Councillors and young people's representatives.	To determine the location and type of facility to be provided	Within Existing Budget	01 February 06 to 31 May.06	John Godwin
Consultation with regard to the redevelopment of play and recreation facilities within the Charford area	Local Residents, Ward and Parish Councillors Bromsgrove District Housing Trust and young people's representatives	To determine the location and type of facilities to be provided	Within Existing Budget	01 February 06 to 31 May.06	Rob Heard

13.0 Agreed Support Services Schedule

The following table details projects where the division is the lead that will have a significant impact on support services, **over and above** the normal workflow.

Project Title	Lead Officer	Start Date	Finish Date	<u>AGREED</u> Support
Dolphin Refurbishment Phase 2.	John Godwin	June 06	December 06	Finance and IT Staff to assist with the setting up of new systems
Leisure Trust Investigation	Robbie Hazlehurst	March 06	June 06	Finance and Legal Staff to provide appropriate advice
Introduction of Online Bookings	John Godwin	May 06	August 06	Finance and IT Staff to assist with the setting up of new systems
Introduction of Passport to Leisure Scheme	John Godwin	September 06	January 07	Finance and IT Staff to assist with the setting up of new systems
Implementation of CCTV Strategy	Graham Rocke	April 2007	April 2008	IT Staff to assist in setting up new systems
Service Review re potential closure of Bromsgrove Museum, Haybridge and Woodrush Sports Centres	Robbie Hazlehurst	May 2006	October 2006	Finance and Legal Staff to provide advice

Comments and feedback form

We would like your views on this booklet. Please detach this page and send it to:

The Policy Section
The Council House
Bromsgrove

1. How helpful have you found this plan?

.....
.....
.....
.....

2. What did you particularly like about it?

.....
.....
.....
.....

3. What aspects can be improved? How?

.....
.....
.....
.....

4. Any other comments?

.....
.....
.....
.....

Name
(Optional):.....
Service:
.....

Appendix 1 - Our Service

What we do and provide

Arts Development

The arts development service is based at the Council House but is active around the District. The service consists of an Arts Development Officer whose purpose is to co-ordinate, promote and provide safe, enjoyable and appropriate arts related experiences mainly young people, but with an intention to expand this to meet the artistic needs of the whole population, in conjunction with partners including, the Worcestershire Arts Forum, Artrix and local schools. A huge amount of work has been undertaken, including the popular street theatre event each summer, bandstand program and activity workshops for young people.

The Council has recently agreed a new Arts Strategy that it will provide the focus and accountability for the arts development service. The enthusiastic delivery of the strategy will result in improved opportunities both for the community to reach their potential and for organisations to deliver a wider range of arts activities to a wider range of the population.

CCTV

The CCTV team provides a 24 hour service to monitor approximately 100 cameras across the district. A key aspect of the service is its partnership with the police and other agencies linked to its ability to both deter and help detect crime. As a direct result of the quality of the monitoring carried out a number of arrests and successful convictions have occurred during the past year.

Community Development.

Following the creation of the new department a key area of work over the coming years will be to improve and strengthen the Council's role in community development and to help to strengthen the role of the voluntary sector. This will include liaison with Parish Councils with particular reference to the allocation of Section 106 moneys and the maintenance and provision of playing pitches, open space and children's play facilities in the coming year. Other key roles of the section will be to respond to the requirements of the Children and Young Persons Board and the development of a Children's Play Strategy

Community Safety

The Community Safety Team works under the direction of the Community Safety Partnership (Crime Reduction Partnership) and are responsible for the development and implementation of the Bromsgrove Community Safety Strategy. The main thrust of the strategy is to reduce crime across the district by 17.5 % by 2008 and to reduce the fear of crime. Part of their work will help partners to reduce the level of anti social behaviour across the district through the employment of Community Wardens and the development of diversionary activities for young people.

Events

We are involved in the promotion, organisation or support of a number of special events including: -

Bonfire and Firework Display –Held in Sanders Park and attracts some 20,000 people from every walk of life with considerable media coverage.

Christmas Lights Switch On – These events in Bromsgrove and Rubery incorporate arts development and community involvement, and have proved a big hit with local residents; they also aid the business community, by starting the local run up to Christmas.

Race for Life in partnership with Cancer Research U.K. A 5k fun run or walk around commencing in Sanders park around Bromsgrove Town Centre, for women, with the aim of raising money for Cancer Research U.K.

Street Theatre Festival – In its 11th year, this popular event attracts about 2,000 people per day, and runs every Wednesday throughout August. The event plays an important role in tourism and economic development by attracting people from a wide area into Bromsgrove

Worcestershire Youth Games – The sports development team organise and manage the district's teams in a huge one day event held at Nunnery Wood Sports Centre in Worcester.

Lifeline

Lifeline provides a 24 hour monitoring service for the elderly and vulnerable in the district.

Museum and Tourist Information Centre (TIC)

Situated in the town centre the Museum and TIC provide a service to both visitors and local residents. The service promotes Bromsgrove to the wider world and is responsible for the production of various documents including; the Where to Stay Guide and the Bromsgrove Guide.

Parks and Open Spaces

The facilities and sites managed by the department contribute to the overall objectives of the Council, in terms of providing active and passive leisure opportunities, enhancing physical and mental health, improving lifestyle and community space, reducing crime and disorder.

Green open spaces perform a variety of roles – informal recreation, children's play space, amenity use, providing peace and solitude, conservation, breaks in the urban form, making a substantial contribution to the environment and quality of life of residents. They are an essential part of the urban heritage, a strong element in the architectural and aesthetic form of a town, play an important educational role, are ecologically significant, important for social interaction and fostering community development and are supportive of the Council objectives.

A key factor in planning for open space is that there should be access for all sections of the population; the young, old and disadvantaged. The range of provision and facilities should aim to meet the needs of all sectors of the community. A good quality of experience of public open space should not be limited to those living near to good parks, or able to drive to them.

Public open space also has an important role to play in helping to achieve increased biodiversity in urban areas in improving the community's access to and contact with wildlife by enhancing the extent of habitat in each neighbourhood. The Bromsgrove District Biodiversity Action Programme emphasises the very important role that urban wildlife habitat has to play in nature conservation. In addition a recreational site with a rich wildlife setting

significantly enhances the benefits and pleasures gained from walking the dog, meeting friends or playing games. Social benefits can also be increased by stimulating a community spirit and sense of responsibility.

A clear economic value lies in the fact that through the enhancements that green open spaces offer, they can assist the economic development or revival of an area, making it attractive both for business investment and residential development.

External partnerships are becoming increasingly important in the delivery of the service and currently include the DCMS/ODPM, Wildlife Trust, the Forestry Commission, and the Countryside Service among others.

Facilities :

- 72 – Parks and open spaces
- 33 - Children’s play areas
- 12 - football pitches
- Allotment sites, giving 325 plots
- 2 - Parks of special interest
- 10 - Conservation areas
- 2 - Country parks

Attached as Appendix 2 is a geographical break down of where the above facilities are located

Sports Development

The sports development service is based at the Council House but is active around the District. The service consists of a Sports Development Officer, one Sports Development assistant and a team of part time Sports Coaches. The purpose of the service is to coordinate, promote and provide safe, enjoyable and appropriate sporting experiences for mainly young people, but with an intention to expand this to meet the sporting needs of the whole population, in conjunction with partners including the Worcestershire and Herefordshire All Sports Partnership who are based in Worcester, but are instrumental in coordinating the delivery of sporting activity across the two counties.

Sports Services

Dolphin Centre

The facility consists of a main 25yd swimming pool, a teaching pool, a 4 court sports hall, a fitness suite consisting of 32 stations, a viewing area, ‘village’ changing area, function rooms. There is adjacent car parking with ca 200 spaces, 9 disabled spaces and 5 bike racks. The Centre has in the last year been refurbished to provide a new reception area and changing facilities to improve the accessibility of the building to all users. Phase 2 of the refurbishment project will improve and enhance the health and fitness facilities as well as providing crèche facilities and a ‘messy’ arts facility. The cost of the refurbishment and associated works to date is of the order of £1 million. As part of the refurbishment project the Council took the opportunity to develop its Customer Service Centre on the site in partnership with the County Council.

Swimming – The Centre runs an exceptionally successful programme of swimming lessons, catering for over 800 participants per week. There are programmed opportunities for lane and casual swimming and inflatable sessions for youngsters. The pool is also home to Bromsgrove Swimming Club.

Clubs – The Centre is host to a variety of clubs, including, ju-jitsu, karate, trampolining, badminton, and sub aqua. Over the last year the Centre has developed its range of activities, according to public demand, and now offers, a Saturday activity session for youngsters, and a full range of sports and arts activities throughout every school holiday, through Activzone. The Centre continues to be a foundation for the people of Bromsgrove, offering a chance to everyone to play and do activities without the need to subscribe or join.

Haybridge Sports Centre

The facility consists of a four-court sports hall, fitness suite consisting of 24 stations, two squash courts, gymnasium, and large reception/vending area. There is ample parking and additional designated disabled spaces.

Youth development programme - The Centre runs an exceptionally successful youth development programme designed to offer structured coaching opportunities to young people and provide sporting pathways into local clubs.

Inclusive Fitness Initiative – The Centre became one of the national pilot schemes aimed at providing specialist fitness equipment, facilities and opportunities for people with disabilities in July 2002 and works closely with English Federation of Disabled Sport to actively market and promote the facilities. As part of the project staff at the centre have attended disability awareness courses to further improve and develop their skills and understanding.

Clubs – The Centre is host to a variety of clubs including, badminton, karate, basketball, netball, cricket and football.

Other activities taking place at the Centre include, a comprehensive holiday activity programme, keep fit sessions, fitness assessments, Saturday morning club, internal squash league and recreational activities.

Spadesbourne Suite

Opened in 1988 the Spadesbourne Suite is a multi-purpose venue which attracts Commercial, Community and Private users. It comprises of a large auditorium, stage and balcony, attractive conservatory and catering facilities.

For the community and older groups the venue provides a familiar locality, a comfortable and affordable room with good accessibility. For dancing and exercise groups the venue with its excellent sprung dance floor provides the perfect base for many local dance and exercise groups including Phoenix Dance Club, Feel The Rhythm Salsa Classes, Tea Dances and New College Keep Fit and Dance Exercise classes.

The flexibility and larger capacity of this venue makes it the ideal choice for conferences, private parties and weddings.

Woodrush Sports Centre

The Centre consists of an all weather pitch, a four court sports hall, a gymnasium, outdoor grass football pitches, five tennis courts, outdoor cricket nets, changing areas and a large car park with 70 spaces, and 4 disabled spaces.

Despite the poor condition of the building the Centre has developed a wide programme, based upon community need, and runs numerous sessions for youngsters, including

trampolining, football and basketball. Children's birthday party packages are very popular, as are adult activities, which include boxercise, tai chi and aerobics.

Local football and hockey clubs and teams fill the all weather area, while the sports hall hosts clubs in netball, badminton, football, and cricket.

Who do we provide a service to

Our services are available to all local residents, businesses, and visitors to Bromsgrove.

Appendix 2 – Geographical list of Parks and Open Spaces

Alvechurch

George Road Playing Field, Alvechurch (on lease to PC)
Swanslength Recreation, Alvechurch

Aston Fields/Finstall

Aston Fields Recreation Ground, Stoke Road
Newton Road allotments, Stoke Works, Aston Fields
Penmanor Playing Field, Finstall (on lease to PC)
Rigby Lane allotments
Stoke Road allotments

Bournheath

Bournheath Recreation Ground, Claypit Lane

Bromsgrove

Arundel Road Public Open Space (POS/play area)
Bromsgrove Cemeteries (old and new)
Churchfields (aka The Meadows) (pitch on lease from WCC until March 06)
Crown Close Open Space.
Fordhouse Road POS
Forelands POS, Bredon Road
Hill Top POS, Sunningdale Road
Oakalls Open Space (in part)
Parklands Open Space
St. Johns Church Grounds, Church Lane
Sanders Park
Stourbridge Road Allotments
The Recreation Ground, Market Street

Catshill and Marlbrook

Braces Lane Recreation, Marlbrook
Brackengrove Play Area, Catshill
Byron Way POS, Catshill
Chadcote Way (2 no. OS), Catshill
Christchurch (maintenance of closed churchyard grounds), Church Road, Catshill
Hazelton Road, Marlbrook
Marsh Way POS, Catshill
North Bromsgrove Cemetery, (and the adjacent fields) Barley Mow Lane
Round Hill Wood and allotments, Marlbrook
Shelley Close POS, Catshill
The Horsecourse POS, Lingfield Walk, Catshill

Charford

Charford Recreation Ground

Housman Close POS, Charford
Manor Court Road/Charford Road POS
Villiers Road POS (aka The Quarry), Charford (subject to housing development and the provision of a new play area)

Fairfield/Clent

Pool Furlong allotments, Holy Cross
Pool Furlong Recreation Ground, Holy Cross, Clent (on lease to PC)
Stoneybridge allotments, Fairfield

Frankley

Boleyn Road
Cornwall Road
Holly Hill/Egg Hill Lane
Thurloe Crescent

Hagley

Kinver Road OS and play area
Meadowcroft (aka Hagley Sweetpool)

Lickey End

Foxglove Way POS/Play Area, Lickey End
Lickey End Recreation Ground, Alcester Road
Littleheath Lane POS, Lickey End

Rubery

Birch Road/Whettybridge Lane
Callowbrook P.O.S, Brook Road
New Inns Lane P.O.S, Rubery
Rubery Recreationground (St Chads), Leach Heath Lane

Sidemoor

Grayshott Close POS
King George V Playing Field, Sidemoor
Laurel Grove/Beech Road (aka Broad Street) POS
Lynden Close POS
New Road allotments & play area (subject to housing development and the provision of a new open space and play area)
Pennine Road/Brecon Avenue, Bromsgrove
Silverdale Play Area
Upland Grove POS

Stoke Heath

Avoncroft Road POS
Counting House Way
Granary Road POS

Ploughmans Walk POS

Wythall

Beaudesert Road (leased to the Parish Council)

Forest Way Play Area

Hollywood Lane Play Area

May Farm Close Play Area

Mayhurst Close, Open Space

The Innage Open Space

Greens spaces subject to adoption

Breme Park, Newton Square and the Linear Park (former Garrington's site)

Lea Park Rise, Stourbridge Road

Long Meadow Road, Lickey End

More of the Oakalls site

Local Area Agreement Outcomes

A. Communities that are safe and feel safe

- A1. To reduce anti-social behaviour, disorder and crime.
- A2. To reassure the public and reduce the fear of crime.
- A3. To reduce the harm caused by illegal drugs and alcohol.
- A7. To reduce the harm caused by young offenders to the wider community.

B. A better environment – for today and tomorrow

- B1. To have cleaner, greener and safer public spaces.
- B4. To protect and improve Worcestershire's natural environment/ biodiversity.

C. Economic success that is shared by all

- C1. To develop a vibrant and sustainable economy..
- C3. To improve the skills base of the local population.
- C4. To ensure access to economic benefits.

D. Improving health and well-being

- D1. To increase life expectancy and reduce morbidity of adults.
- D2. To increase life expectancy and reduce morbidity of children.
- D3. To improve the quality of life of older people.
- D4. To reduce health inequalities.

E. Meeting the needs of children and young people

- E1. To extend accessible, quality childcare for all children.
- E3. To improve the life chances of vulnerable young people.
- E4. To enrich the experiences and development of young people through activity and positive contribution.

F. Stronger communities

- F2. To increase opportunities for recreation, leisure and culture for all
- F3. To empower local people to have a greater voice and influence over local decision making and delivery of services.
- F5. To improve public/local transport, particularly in rural areas, and to increase transport choice and accessibility.
- F6. To improve access to services.

Appendix 3 – Performance Indicators

Community Safety

MEASUREMENT	Target 05/06	Achieved 05/06	Target 06/07
BV126a Domestic Burglaries per 1,000 Households	Reduction of 5% *		Reduction of 5% *
BV126b Domestic Burglaries Detected	Increase of 5% *		Increase of 5% *
BV127a Violent Crimes per 1,000 Population	Reduction of 5% *		Reduction of 5% *
BV127a Percentage of Violent Crimes Detected	Increase of 5% *		Increase of 5% *
BV127b Number of Robberies per 1,000 population	Reduction of 5% *		Reduction of 5% *
BV127b Percentage of Robberies Detected	Reduction of 5% *		Reduction of 5% *
BV128 Vehicle Crimes per 1,000 population	Reduction of 5% *		Reduction of 5% *
BV128b Percentage of Vehicle Crimes detected	Increase of 5% *		Increase of 5% *
BV174 Number of racial incidents recorded by the Authority per 100,000 population	No targets set because of very low incidents		
BV175 % of racial incidents that resulted in further action	100%		
Overall reduction in Crime 2005 -08 as per Community Safety Strategy and agreed with Government Office. Broken down as follows Based on 2003/04: -	Overall reduction of 17.5% (includes stretch target of 2.5%)		
Vehicle Crime Offences per 1,000 Population	From 1040 to 957		925
Criminal Damage Offences per 1,000 Population	From 1456 to 1201		1295
Violent Crime Offences per 1,000 Population (relating to common assaults and wounding only)	From 1160 to 957		1032
Domestic Burglary Offences per 1,000 Population	From 759 to 626		675
Reduction in number of Prolific and Priority Offenders	To be agreed with Home Office for 2005/06		

*Subject to ratification with West Mercia Police

Sports Services

APSE (Association of Public Service Excellence) Bench Marking:

The following table shows the latest APSE performance indicators for Sports Services which demonstrates their performance against other similar facilities in their family group and sets targets for 2006/07:

THE DOLPHIN CENTRE	TARGET – HIGH/LOW	03/04 OUT TURN	04/05 OUT TURN	TQM 04/05	05/06 TARGET	06/07 TARGET
PI 02a - Net subsidy per head (exec CEC) £ (15)	L	0.32 (4)	0.49 (4)	0.49	0.47	0.46
PI 03 - Operational recovery rate (exec CEC) % (15)	H	78.69 (15)	68.04 (6)	74.76	69.74	71.48
PI 04 - Customer spend per head £ (15)	H	1.17 (2)	1.05 (14)	2.54	1.10	1.15
PI 06 - Subsidy per opening hour (exec CEC) £ (15)	L	26.62 (5)	49.91 (5)	47.90	47.9	45.03
PI 07 - Staff cost per admission £ (15)	L	0.99 (1)	0.98 (1)	1.54	96.00	93.60
PI 08 - Staff expenditure as % of income earned (15)	L	85.05 (9)	92.87 (7)	66.82	84.0	82.0
PI 09 - Staff costs as % of total expenditure (15)	N/A	66.93 (16)	63.19	N/A	61.60	60.30
PI 13 – Net cost per head of population (exec CEC) £ (15)	L	1.63 (4)	2.70 (13) #	0.66	2.63	2.37
PI 14 - Net cost per household in catchment area (exec CEC) £ (15)	L	0.80 (4)	6.74 (14) #	1.65	6.57	5.91
PI 18 - Quality assurance & consultation (15)	H	134 (1)	119 (4) #	119	135	135
PI – 19 Human resources & people management (15)	H	N/A	69.00 (1)	55.00	71.00	72.50
PI 26 - Percentage staff absence % (9)	L	2.90 (5)	1.45 (2)	2.0	2.0	2.0
PI 29 - Usage per household in catchment area (13)	H	2.55 (9)	3.38 (5)	4.28	3.51	3.62
PI 31 – Usage per opening hour (15)	H	N/A	101.13 (2)	92.05	106	110

Figures in brackets next to the Performance Indicator shows the number of similar facilities within the APSE grouping.

= Under Review

Figures in brackets in the out turn boxes indicate positing with the APSE grouping, figures in bold represent Top Quartile Mark (TQM) Performance.

Please note the Dolphin Centre was closedown (wet side) for an 8-week period as part of the centres refurbishment, thus usage and income generation were reduced.

HAYBRIDGE SPORTS CENTRE	TARGET – HIGH/LOW	03/04 OUT TURN	04/05 OUT TURN	TQM 04/05	05/06 TARGET	06/07 TARGET
PI 11a - Net subsidy per head (exc CEC, inc school usage) £ (18)	L	1.15 (10)	0.80 (10)	0.28	0.75	0.72
PI 03 - Operational recovery rate (excluding CEC) % (18)	H	69.90 (8)	51.37 (14)	73.90	52.65	54.76
PI 04 - Customer spend per head £ (17)	H	2.68 (13)	2.96 (2)	2.33	3.03	3.09
PI 06 - Subsidy per opening hour (excluding CEC) £ (18)	L	16.83 (7)	41.34 (13)	12.71	39.27	36.91
PI 07 - Staff cost per admission £ (17)	L	2.53 (12)	3.28 (17)	1.10	3.19	3.03
PI 08 - Staff expenditure as % of income earned (18)	L	94.45 (8)	110.57 (11)	74.42	99.5	97.02
PI 09 - Staff costs as % of total expenditure (18)	N/A	66.02 (10)	56.80	N/A	60.0	58.20
PI 13 – Net cost per head of population (excluding CEC) £ (18)	L	0.56 (3)	1.23 (18)	0.07	1.20	1.18
PI 14 - Net cost per household in catchment area £ (18)	L	0.26 (4)	3.08 (18) #	0.18	3.00	2.94
PI 18 - Quality assurance & consultation (18)	H	55 (2)	105 (11) #	135	135	135
PI – 19 Human resources & people management (18)	H	N/A	55 (4)	55	71	71
PI 26 - Percentage staff absence % (8)	L	0.98 (4)	1.91	1.91	1.90	1.90
PI 29 - Usage per household in catchment area (8)	H	0.69 (15)	2.31	5.08	2.36	2.42

Figures in brackets next to the Performance Indicator shows the number of similar facilities within the APSE grouping.
= Under Review

Figures in brackets in the out turn boxes indicate positioning with the APSE grouping, figures in bold represent Top Quartile Mark (TQM) Performance.

WOODRUSH SPORTS CENTRE	TARGET – HIGH/LOW	03/04 OUT TURN	04/05 OUT TURN	TQM 04/05	05/06 TARGET	06/07 TARGET
PI 11a - Net subsidy per head (exc CEC, inc school usage) £ (18)	L	0.07 (2)	0.31 (6) #	0.28	0.30	0.29
PI 03 - Operational recovery rate (excluding CEC) % (18)	H	88.58 (12)	64.26 (9)	73.90	65.86	67.80
PI 04 - Customer spend per head £ (17)	H	0.57 (1)	1.08 (14)	2.33	1.13	1.15
PI 06 - Subsidy per opening hour (excluding CEC) £ (18)	L	3.75 (2)	16.82 (6)	12.71	16.39	15.82
PI 07 - Staff cost per admission £ (17)	L	0.44 (1)	1.20 (6)	1.10	1.15	1.10
PI 08 - Staff expenditure as % of income earned (18)	L	77.72 (6)	111.76 (13)	74.42	106	100
PI 09 - Staff costs as % of total expenditure (18)	N/A	68.84 (11)	71.81	N/A	70	71
PI 13 – Net Cost per head of population (excluding CEC) £ (18)	L	0.12 (11)	0.56 (14) #	0.07	0.54	0.53
PI 14 - Net cost per household in catchment area £ (18)	L	0.06 (2)	1.39 (14) #	0.18	1.35	1.32
PI 18 - Quality assurance & consultation (18)	H	121 (18)	101 (12)	135	119	119
PI – 19 Human resources & people management (18)	H	N/A	49 (6) #	55	71	71
PI 26 - Percentage staff absence % (8)	L	0 (1)	0 (1)	1.91	1.5	1.5
PI 29 - Usage per household in catchment area (8)	H	0.80 (13)	34.55 (1)	5.08	30	28

Figures in brackets next to the Performance Indicator shows the number of similar facilities within the APSE grouping.
= Under Review

Figures in brackets in the out turn boxes indicate positing with the APSE grouping, figures in bold represent Top Quartile Mark (TQM) Performance.

In addition to the above indicators in 2006/7 Sports Services will have a number local performance indicators for all elements of the Service including: -

Annual User Satisfaction Survey:

The annual user satisfaction survey's are conducted in October each year and are used to establish what resident think of the current service provided and their future aspiration for the provision. This information can then be used to develop the operation of the sites in accordance with local requirements and identify areas of poor performance. Improvement plans are then developed to meet these needs in a coordinated manner and used to show year on year progression against agreed targets.

Staff & Information:

No	Description	Target Satisfaction Level % - 05/06	Achieved 05/06	Target 06/07
1	Friendliness of Staff	80		80
2	Helpfulness of Staff	80		80
3	Knowledge of Staff	75		75
4	Information Provided	75		75
5	Prices Clearly Displayed	75		75

Facility Presentation:

No	Description	Target Satisfaction Level % - 05/06	Achieved 05/06	Target 06/07
1	Cleanliness of Changing rooms/Toilets	80		80
2	Temperature/quality of Pool Water	80		80
3	Disabled Access	80		80
4	Does it feel like a Safe Environment	90		90
5	Quality of Fitness/Gym Equipment	70		70
6	Quality of Equipment	70		70

Value for Money

No	Description	Target Satisfaction Level % - 05/06	Achieved 05/06	Target 06/07
1	Rate your enjoyment of the activity	80		80
2	Rate your activities value for money	80		80
3	Catering/vending value for money	70		70

Annual user satisfaction surveys are based on the APSE user satisfaction survey. The target % is based on achieving an average, good or excellent rating to show satisfaction, leaving poor or very poor as unsatisfied.

Service Monitoring (Internal):

The following chart demonstrates the local monitoring conducted on an ongoing basis. This information is used to measure the effective and efficient delivery of services, monitor financial performance and establish usage patterns and address areas of poor performance promptly.

Description	Format/Contents	Frequency
Income Vs Expenditure Performance Report	Excel Spreadsheet. Monthly, Culmative and Forecast (12 month)	Monthly & Annually
Income Vs Expenditure - Graphs	Culmative graph for income, expenditure & Forecast for total budget position against profile and sub divide into reporting areas of spreadsheet.	Monthly & Annual
APSE - Income	Line Graph as per briefing notes.	Monthly & Annually
APSE - Usage	Line Graph as per briefing notes.	Monthly & Annually
Accident and Incident Review – Split report for both	Bar Chart of accidents and incidents showing location, nature of injuries and action taken. See Briefing notes.	Monthly & Annually
Customer Service Analysis	Table format and Bar Chart to show nature of complaints from letters, C&S forms and verbal feedback. See briefing notes.	Monthly & Annually
Telephone Monitoring (Currently Suspended)	As per BT used to shown number of calls received, missed and/or ring off's during hours of operation and close downs.	As & When
Telephone Monitoring	A bar chart to show the number of rings taken to answer the telephone at the individual centre. Bar chart to be a year at a time, monitoring to take place once per week at 9.30am (DC only term time), 4.15pm & 7.30pm. To include CSL function.	Fortnightly & Annually
Sickness Levels	Spread Sheet (Leisure Services) & Individual Culmative Bar Chart.	Monthly & Annually
Pool Water Test Analysis	Trend analysis of water tests in chart format (line) for pH, Free residual, combined and total CL2.	Weekly
Holiday Activities	Spreadsheet format showing usage, income, expenditure and profit margins.	Holiday Periods
Correspondence Monitoring	Monitoring the total number of letters received and the number of days taken to respond initially to the letter. Based on date of receipt.	Monthly and Annually
Mystery Customer	Independent Audit based on mystery customer visit and report.	Annually
Maintenance	Bar Chart to show nature of breakdowns/faults and duration of down time. Response times shown as per current info to include % completions info	Monthly
Maintenance - PPM	As per 12 – maintenance but to show number of planned jobs to be completed and completion/slippage rates.	Monthly/ Annually
Utility Monitoring	A4 table to show monthly consumption of Gas, Electricity, Water and Telephones year on year. To include a line chart (culmative) to show annual	Monthly

	usage against previous years, plus a control/target line to show annual reduction target.	
Training	Line Graph showing monthly and annual hours of training provided. Including a bar chart showing designation of training, see briefing notes.	Monthly and annually
Training	Individual training records to be shown as bar chart for all staff to show numbers of training hours attended and there designation based on ongoing training programme. To include NPLQ, 1 st Aid, H&S, Operations, CPD & vocational training.	Monthly & Annually
Work Programme Completion Rates	An A4 summary sheet of paper (all Sites) that shows the number of tasks issued to all Management Team Members showing and their completion rate with in target as a %.	Monthly
Facility Inspections	Inspections conducted by Operations /General Manager in a standard format, with info summarise on an A4 chart to show weekly % score including yearly comparison.	Fortnightly
Re Sale Items	A monthly report from each site based on the number of resale items sold (item by item) and the income generated from there sale (total). Graphs should be bar chart format for items sold and line graph for income generated.	Monthly & Annually
Vending Income	A weekly report to show the income generated from a centres vending machine provision as a total and machine-by-machine. Weekly total income to be plotted as per a line chart, with the individual breakdown shown as a pie chart.	Monthly & Annually
Lockers	A graph plotting the % number of lockers available at the centres on a weekly basis (Wednesdays). Shown as a line graph.	Weekly & Monthly
Invoices	A chart to be produced that show the number of invoices received and the duration taken to pass the invoices in a % format for a month period. Timescales to be 7,14 and over 14 days. Timescales based on the speedy registration date and the date the completed invoices are returned to BDC.	Monthly
Air Temperatures	Annual line graph to show the temperature variations for each area of the facility that is monitored. Graph should show the acceptable tolerance for each area as a control. Results to be taken once weekly at a set time for example Wednesdays 6.00pm (at each site).	Weekly & Annually
Water Temperatures (DC)	As per Air Temperatures.	Weekly & Annually
Appraisals	Number of Full/Part time contracted employees who have appraisals and individual training programmes in place.	Annual
Training Programmes	Monthly report (table) showing number of training objectives completed against annual staff plans, as a percentage.	Monthly & Annually
Coaching/Instruction	Table format to show uptake levels for coaching/instruction course as a %. To show total number of places available, total number of places sold, & % uptake.	Following commencement of course

Culture and Community Services Business Plan 2006/7

	Performance Indicator	Target 2005/6	Achieved 2005/6	Target 2006/7	Comments
<u>Arts Development</u>					
	Level of usage	60%		65%	
	Number of Arts events	57		60	
	Number of attendances	17,640		20,000	
	Customer satisfaction for individual arts events	60%		65%	
<u>Parks and Open Spaces</u>					
	Number of BDC playgrounds and play areas	30		31	
	Number of BDC football pitches available to the public	12		12	
	Area of BDC parks and green spaces	72 acres		72 Acres	
	Number of parks meeting the Green Flag Standard	1		1	2006/7
	Number of parks with management plans to meet the Green Flag criteria	2		2	
	% utilisation of allotments	80%		82%	
<u>Spadesbourne Suite</u>					
	% usage of available space	49%		52%	
	Average income per booked hour	£12.00		£13.00	
	% Customer satisfaction with the facility	50%		55%	
	% Customer satisfaction with the service provided	60%		65%	
<u>Sports Development</u>					
	Level of usage on Sports courses	60%		65%	
	Number of teams competing in Youth Games	8		8	
	Satisfaction of service users for individual sports	60%		65%	

	activities				
	Net cost per service user			TBC	
<u>Sports Centres</u>	The number of users of the Dolphin Centre	474,045		488,000	
	The number of users of Haybridge Sports Centre	135,369		138,400	
	The number of users of Woodrush Sports Centre	155,106		158,200	
<u>Lifeline</u>	No of lifeline calls answered in 30 seconds			80%	
	No of lifeline calls answered in 60 seconds			98.5%	

Note: TBC – To be confirmed