

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

FRIDAY, 21ST APRIL 2006 AT 2.00PM

COMMITTEE ROOM, THE COUNCIL HOUSE, BROMSGROVE

AGENDA

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

- MEMBERS: Councillors B. L. Fuller C.B.E. Q.S.F.M. (Chairman), P. M. McDonald (Vice-Chairman), G. N. Denaro, Mrs. J. Dyer M.B.E, C. B. Lanham, Mrs. J. D. Luck and J. A. Ruck.
- 1. To receive apologies for absence
- 2. To confirm the Minutes of the Performance Management Board dated 20th March 2006 (attached)
- 3. Recovery Plan Update March 2006 (To follow)
- 4. Audit Commission Use of Resources (attached)
- 5. Human Resources Strategy (attached)
- 6. Update on Performance Development Reviews (attached)
- 7. Sickness Monitoring Report Refuse and Recycling Staff (attached)
- 8. Transfer of Highways Partnership Unit calls to the Customer Service Centre (attached)
- 9. Spotlight Meetings (verbal report by the Assistant Chief Executive)
- 10. 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
- 11. To consider, and if considered appropriate, to pass the following resolution to exclude the public from the meeting during the consideration of item(s) of business containing exempt information:-

"RESOLVED: that under Section 100A (4) of the Local Government Act 1972, the Public be excluded from the meeting during the consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A to the Act, the relevant paragraph of that part being as set out below:-

<u>Item No.</u> 12 Paragraph 14

12. Revenues & Benefits Fraud and Investigation Team Business Plan (not available to the Public)

S. NIXON Chief Executive

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

10th April 2006

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

Monday, 20th March 2006 at 2.00 p.m.

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

(NOTE: Councillor Mrs. M.M.T. Taylor was present at the meeting).

21/05 APOLOGIES

Apologies for absence were received from the Chairman, Councillor B. L. Fuller C.B.E., Q.F.S.M., and Hugh Bennett, Assistant Chief Executive.

22/05 <u>MINUTES</u>

The Minutes of the Meetings of the Board held on the 17th and 20th February 2006, were submitted.

RESOLVED that, subject to the following amendments to the Minutes of the 17th February 2006, the Minutes be approved and confirmed as a correct record:-

- that, in view of the lack of information in a number of areas within the Business Plan for Culture and Community Services, further consideration be given to a (revised) report at the next ordinary meeting of the Board; and
- (ii) that the word "slight" be deleted from recommendation 10 (Economic Development and Town Centre Management).

23/05

RECOVERY PLAN - UPDATE

Consideration was given to three separate Reports on the Council's Recovery Plan, encompassing (i) a revised four month summary for the period February to May 2006; (ii) an overview of the Recovery Plan; and (iii) a detailed copy of the Recovery Plan timetable. Members raised a number of general questions to which the Chief Executive and the Head of Financial Services responded appropriately. However, a number of specific issues were raised, and it was

RESOLVED

- (i) that "senior elected members" as referred to in paragraph 3.1.1. in the Recovery Plan be referred to by name and/or their office held;
- that, when available, the report to be completed by IDeA on Peer Mentors be submitted to the Board for information and/or appropriate attention;
- (iii) that, notwithstanding the comments of the Head of Financial Services in this regard, it was evident that there had been a breakdown in staff communication over the new procurement arrangements which had been recently put into place, and, accordingly, the Executive Cabinet be informed that Heads of Service should be made accountable for any continued transgressions. It was further AGREED that a report on the circumstances relating to this matter should be submitted to a future meeting of the Board;

24/05 SELECTION OF CORPORATE HEALTH PERFORMANCE INDICATORS

A report which set out proposals for the restructuring of the process of monitoring the Council's performance information, by providing a more focussed and strategic approach to reporting performance to the Performance Management Board, was submitted.

RESOLVED

- (i) that the criteria set out in the report for selecting the Corporate Health Indicators be approved;
- (ii) that the Corporate Health Indicators selected on the basis of the agreed criteria at (i) above were considered and noted;
- (iii) that the Corporate Health Indicators be submitted to the Board on a quarterly basis following initial consideration by the Corporate Management Team; and
- (iv) that the Corporate Health Indicators be reviewed on an annual basis.

25/05 CORPORATE HEALTH PERFORMANCE INDICATORS – QUARTER 3 2005/06

Further to Minute No.24/05 above, a report was submitted outlining the performance information for the third quarter (covering the period from April to December 2005 inclusive) of those Corporate Health Indicators selected. A number of questions and points were raised by members, and it was

RESOLVED

- that, where possible, an "update sheet" be provided at the meeting for those indicators where Planned Action appears blank in the report, due to information not being available at the time of the preparation of the agenda;
- that, with regard to BVPI12 Working days lost due to sickness absence – the Head of Street Scene and Waste Management be requested to submit a report to a future meeting of the Board on the effect on sickness absence following the introduction of the wheeliebin collection service;
- that the Head of Organisational Development and Human Resources be requested to furnish the members of the Board with details of costs in "added years" of those employees retiring early from the service (excluding ill-health retirements);
- (iv) that the Executive Cabinet be advised that it is the view of this Board that the performance target figure for LPI Corporate – % reply cards sent in agreed time - should be increased from the current figure of 80% to 95%;
- that the Head of Organisational Development and Human Resources be requested to submit a report to the next meeting on progress on PDR's (Performance Development Reviews);
- (vi) that, with regard to LPI Corporate -% of full responses sent within 10 days the Assistant Chief Executive be requested to assess whether there is a need to increase the current target figure of 75%; and
- (vii) that, in all other respects, the report be noted and approved.

26/05 <u>EXTERNAL AUDITOR'S OPINION ON 2005/06 BEST VALUE</u> <u>PERFORMANCE PLAN</u>

Members were advised that it was a requirement of the Local Government Act 1999 that the Council should prepare and publish an annual Best Value Performance Plan and ensure that the external auditors opinion was formally reported to the Council and its members. Accordingly, a report bringing members' attention to the statutory opinion of KPMG (the Council's external auditors) was submitted.

RESOLVED that the report be noted.

27/05 PROCEDURE RULES OF PERFORMANCE MANAGEMENT BOARD

Members were reminded that, 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 relationship between Members and officers. A set of procedure rules has been drawn up following discussions with the Chairman of the Board, and have been approved by both the Standards Committee and the full Council, and, accordingly, members views were sought thereon.

RESOLVED

- that the Standards Committee be informed that in the opinion of the Board, the first paragraph of Section 3 of the Procedure Rules (Relationship between the Board and Officers), should be deleted; and
- (ii) that, in all other respects, the Procedure Rules be noted and approved.

28/05 CULTURE AND COMMUNITY SERVICES BUSINESS PLAN 2006-07

As referred to under the earlier Minute No. 22/05 above, the Head of Culture and Community Services again submitted his Business Plan for 2006-07 for members' consideration. A number of points were raised and answered, including the following:-

- that a report be submitted to a future meeting on the attendance records and the officer hours incurred over the next series of Spotlight meetings in order to establish the cost to the Council of such meetings;
- (ii) Community Engagement and Consultation members dismissed as unhelpful the description under Estimated Cost as "within existing budget", and it was AGREED that members would receive an update in this regard as soon as possible; and
- (iii) (That the words "potential closure" be deleted from the final Project Title in the Agreed Support Services Schedule (service review of Bromsgrove Museum, and Haybridge and Woodrush Sports Centres).

(NOTE: Councillor Mrs. J. Dyer M.B.E. declared a personal interest during the discussion on Woodrush Sports Centre as she was a Governor of the School).

The Meeting closed at 4.35 p.m.

Chairman.

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

21ST APRIL 2006

RECOVERY PLAN UPDATE - MARCH 2006

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

1. <u>SUMMARY</u>

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

2. <u>RECOMMENDATION</u>

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. <u>Progress in March 2006</u>

- 4.1 The recovery plan is 96% 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 Plan No.	Action	Commentary
1.2.20	Implementing system and utilising maximum functionality of processes. (Amber to Green).	Approval for capital programme granted. Discussing options with suppliers.
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. This will be undertaken alongside our Use of Resources assessment.
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).	Commenced 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.
2.3.5	Structure of LSP reviewed and terms of reference and protocols agreed. (Green from March).	Awayday held 10 th March 2006.
2.3.6	Research external funding opportunities. (Green from March).	As and when appropriate.
2.4.3	Community Leadership and Engagement awareness sessions. (Green from March).	As and when appropriate.
2.6.2	Joint attendance at conferences/seminars – community planning/leadership/partnership.	Difficult to implement. Group Leaders will explore opportunities as and when

(Amber to Amber).

they arise.

Review.

implementation of Scrutiny

On target for majority of constitution. Scheme of

Delegation and financial regulations delayed due to other work, i.e. budget.

Timeline revised.

Delayed. To be

reprogrammed.

- 2.6.3 Develop and agree opportunities for cross party working internally and externally. (Amber to Green).
 2.7.4 Further Scrutiny Training. (Amber
- 2.7.4 Further Scrutiny Training. (Amber from March).
- 2.8.5 Recommendations on constitution to Cabinet & Council. (Green to Amber).

3.1.1Develop 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. Timeline
extended.

- 3.1.4 Implement and cascade awareness of code of conduct on officer/member relationship. (Green to Amber). Timeline extended for cascading through the organisation.
- 3.7.3 Project manage implementation with effective communication and consultation with TUs and staff (Amber to Green). First meeting of the working group has taken place and a project plan agreed.
- 4.3.1 Training for members. (Amber to Amber).
- 4.6.3 Competencies approved and trainer procured. (Amber to Amber). Draft framework to be approved prior to procuring trainer.
- 4.6.4Training of HOS's and Team
Leaders. (Green to Amber).Training to be implemented
from June 2006.

5. <u>Financial Implications</u>

5.1 There are no direct financial implications.

6. Legal Implications

6.1 There are no direct legal implications.

7. <u>Corporate Objectives</u>

7.1 The Recovery Plan impacts on all corporate objectives.

8. <u>Risk Management</u>

8.1 None.

9. <u>Corporate Governance</u>

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

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

Report Author

Name Louise Berry, Policy & Performance Officer

e-mail <u>l.berry@bromsgrove.gov.uk</u>

Tel (01527) 881412

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	G = Green, A = Amber, R = Red, Gr = Grey		April	May	July	August	September	October	November	December Januarv	February	March	April	May	June	July	August	iadilladac	
	Expected outcor	Lead person																-	Comments / Update
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 An imp understanding/u members & bu the budget pro- identification o priority spend in	broved HoFS by holders of bocess and the f key areas for	G																Achieved
.2	² Consultation with stakeholders and cross party members to identify areas of focus	HoFS	G																Achieved
1.3	³ Submit to members for consideration and approval	HoFS	G																Achieved
1.2	 ² Provide timely and accurate financial information to all stakeholders 	CDR																	
2.1	¹ Closure of accounts for 2003/4	HoFS	G	G															Achieved
2.2	² Closure of accounts for 2004/5	HoFS		GG	G														Achieved
2.3	³ Monitoring statements produced and distributed to budget holders and in report format to members by officers & me help make decis robust financial have a break ev 2005/06or to ha key areas to rea resources to imp	n of the Council mbers. To ions based on information. To en outturn for ve identified llocate			G	6	G	6	6	GG									Achieved
.2.4	⁴ Review current system capabilities & content for accuracy/completeness/compliance	HoFS	Gr		Ĩ					3 G					\uparrow				Achieved

RECOVERY PLAN TIMETABLE																					
G = Green, A = Amber, R = Red, Gr = Grey			April	May	June	July	August	September	October	November	December	January	-ebruary	Marcn	April	May	June	July	August	September	
	Expected outcomes		4	~		~	~	0,		~		<u> </u>		2 .	<u> </u>	<	<u> </u>	-	•	0)	
		Lead person																			
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.																				Comments / Updates Capital funding approved at February 06 Cabinet to improv the interface and automation of the Radius cash
		HoFS	Gr	Gr	G	G	G	G	G	G	G		3 6	2							receipting system
Reconciliation for cash to systems in place for 2003/04 accounts	Reconciled cash accounts that have are in line with audit recommendations.	HoFS			G																
Reconciliation for cash to systems in place for 2004/05 accounts		HoFS			G																Achieved
Reconciliation for cash to systems in place for 2005/06 accounts		HoFS			G						G										Achieved
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	Α.	A A		3 0		Gr C	Gr (Gr (Gr G	Ər O	Gr	Implementing on- line banking to improve automation of banking procedures and accuracy of input
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	А	A	Α	Α	Α	G												Achieved
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																

	RECOVERY PLAN TIMETABLE																				
	G = Green, A = Amber, R = Red, Gr = Grey			April	May	June	July	August	September	October	November	December	January 	February	Anril	Mav	June	July	August	September	
		Expected outcomes	Lead person																		Comments / Updates
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	А	А	A	G	G										Achieved
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															Achieved
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	r G	r Gr	r 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									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			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									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								G		3							
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.

RECOVERY PLAN TIMETABLE																				
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Expected outcomes	Lead person												-		-	,				Comments / Updates
2.20 - implementing system and utilising maximum functionality of processes	HoFS	G	G	G	G	G	A	A	A	A	A	A	G	Gr	Gr	Gr	Gr	Gr (Gr	Approval for capita programme granted. Discussing options with suppliers.
^{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 i the decision making at Bromsgrove District Council have a sound understanding the financial implications of their decisions and the link between operational objective and the resources that fund the service delivery	of					A	Α	G	G	G	G	G	G							Training of Members delivere November 05. Ongoing for the future.
1.3.2 Identify specific training requirements & timescales	HoFS									G										Training of Members delivere November 05. Ongoing for the future.
^{1.3.3} Identify providers of training including internal resources	HoFS							G		G		G	G							Training of Members delivered November 05. Ongoing for the future.

	RECOVERY PLAN TIMETABLE																				
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		Expected outcomes	Lead person			,						ĺ		-	1	-	,	,	`		
1.3.4	Prepare financial training and development programme for members		HoFS					à G		G	G	G	G	G							Comments / Updates Training of Members delivered November 05. Ongoing for the future.
1.3.5	Undertake programme with the aim to review on an annual basis		HoFS							X G											Training of Members delivered November 05. Ongoing for the future.
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	HoFS	G	G	3	3			6 G											Identified as part of the budget process 2006/07.
1.3.7	Identify training needs of officers re financial awareness and interrogation of Agresso		HoFS							6 G			G	G	Gr	Gr	Gr	Gr	Gr	Gr	Ongoing training on Aggresso - financial training addressed in the corporate training directory.
1.3.8	Prepare financial training and development programme for officers		HoFS					G	; Д	G							Gr				Ongoing training on Aggresso - financial training addressed in the corporate training directory.

RECOVERY PLAN TIMETABLE																	_				
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	Expected outcomes	Lead person																			Comments / Updates
^{1.3.9} Undertake programme with the aim to review on an annual basis		HoFS						G	A	G	G	G	G	G (Gr (Gr	Gr (Gr (Ər Gr		Ongoing training on Aggresso - financial training addressed in the corporate training directory.
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
^{1.4.2} Assess use of model by meeting with other LAs who have tested the system		HoFS	G	G	G	G	G	А	A	A	A										Delay re- assessment and use of the model due to limited resource and detailed budget setting process. To be reviewed i April/May.

O Origin A Ambas D. Dad On Origin			April	May	June	July	August	September	ctober	November	December	January	February	March	April	May	June	July	August September	
G = Green, A = Amber, R = Red, Gr = Grey	Expected outcomes		◄	2	Ē	Ē	<	S	0	z		ñ	ш	2	∢	2	Ē	- -	∢ ທ	
		Lead person																		
1.4.3 Undertake a self assessment to establish a base line for improvement		HoFS					A	A	А	A	A	А	A	A						Comments / Updates The FM model includes a tool whereby assessment can be made of the authority that identifies weak areas of financia management and practices and lini 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					А	А	A	A	А	A	А	А						The FM model is mapped to the u of resources key lines of enquiry f future CPA.
1.4.5 Establish Officer Group to identify course of		CDR, HoFS,																		Achieved
action/appropriate source of learning		HoS							G											
I.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	G	Gr	Gr	Gr	Gr (Gr Ongoing	Commenced
^{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	Δ	Δ	Δ	٨	Δ	G	G		G	G	G	G	Gr	Gr	Gru	Gr	Gr Ongoing	Achieved unqualified accounts re 2004/05.

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
^{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	G							Document discussed at OM ⁻ and presented to Members in August. Monitoring reports are distributed on monthly basis to heads of service and budget holde 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 .	A	Gr	Gr	Gr (Gr (Gr C	Ongoing	To commence during March/Apri 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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	Expected outcomes	Lead person																		
		Leau person																		Comments / Updates
^{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																			Audit manual and PR leaflet prepared. Awaiting Audit
164 Establish a times and for an vision and undets of audit	lasa as a linte as a linte	HoFS / PA	G	G	GG	G	G	G	G	G	G	G	G							Board approval. Audit Plan reporte
^{1.6.4} Establish a timescale for revision and update of audit plan	Improved internal audit	HoFS / PA	G	G		G	G	G												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							Ongoing.
^{1.6.6} Develop performance indicators, collation of data and production of monthly monitoring reports	Internal audit performance monitoring	HoFS / PA																		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							Written, awaiting approval by Audit Board.
^{1.6.8} Develop and seek approval for the Internal Audit Charter	Adopted Internal Audit Charter	HoFS / PA																		Written, awaiting approval by Audit Board.
^{1.6.9} Develop and seek approval for the Internal Audit Protocol	Adopted Internal Audit Protocol	HoFS / PA																		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																		Ongoing.
L6.11 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													Approved.
^{.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 Ris 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							T				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							Ongoing.

	RECOVERY PLAN TIMETABLE								T	T										
	G = Green, A = Amber, R = Red, Gr = Grey			April	May	June		August	September	October Novemher	December	January	February	March	April	May	June	July	August September	
		Expected outcomes	Lead person															-		Comments / Updates
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	3 6	3 0	3 (3 G	G	G	G	G						Completed.
1.6.16	Develop individual audit testing programs	Standard testing programmes for all audits	HoFS / PA																	Completed.
	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										Completed.
	Identify staff training needs and put in place arrangements for new practices & procedures Audit universe risk analysis to collate the 2006/07	Audit team fully trained in new practices Approved Audit plan 2006/07	HoFS / PA					c	G C	G G	G	G	G	G						Completed.
	Audit Plan		HoFS / PA									G	G	G						
1.6.20	Market Internal Audit by introducing audit quality questionnaires, leaflets, newsletters etc	Improved perception/communication of/with IA	HoFS / PA					c	G C	G G	G	G	G	G	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						c	G G	G	G	G	G	Gr					First Newsletter circulated to all staff March 2006.
1.6.22	Monitor & review delivery of the 2006/07 Audit Plan	2006/07 Audit Plan achieved	HoFS / PA													Gr	Gr	Gr	Gr Apr06-Mar0	
1.6.23	Audit universe risk analysis to collate the 2007/08 Audit Plan	Approval of the 2007/08 Audit Plan	HoFS / PA																Gr Jan07-Mar0	
1.7	Provide an efficient, effective & quality revenues & benefits service that performs in upper quartile		CDR																	
171	parameters Appointment of Principal Benefits Officer	Improve the benefits service		G	G						_									Completed
	Debt recovery of overpaid HB	Improvement to the collection rate	HoFS / RM					3 6	3 (G G	G	G	G	G	Gr	ſ				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			C				3 G										No further bids may be made at this time and for the forseeable future - the Fund i closed.
1.7.5	Review and integrate processes for Revs & Bens(inc review of structure)	Improved R&B service	HoFS / RM	G	G	G	3 6		3 0	GG										Achieved.

	RECOVERY PLAN TIMETABLE																			
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		Expected outcomes													1					
			Lead person																	Comments / Updates
1.7.6	Consider options for County 'Shared Service'	To achieve an effective R&B																		Ongoing
	approach	service	HoFS / RM	G	G G	G	G	G	G	G	G	G (G							
1.7.7	Internal BFI Self Assessment-identify areas not	To achieve an effective																		Completed
	undertaken inc in proj plan	Benefits service	HoFS / RM	G	G G	G	G	G												
1.7.8	Identify beacon council or excellent one to assist us with recovery (benefits)	To achieve an effective Benefits service	HoFS / RM	0	G															Blackpool gave onsite assistance with BFI Standards and recovery plan last contact May 2005.
179	Undertake DWP Performance Standard Self Ass't	To achieve an effective	HUFS/ KIVI	G	G	_	-				_				-					Completed
	Undertake DWF Fenomance Standard Seir Ass t	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 C	G	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 & repossessions	HoFS / RM					G												
1.7.14	Increase communication with Landlords	Improved working relations / claims admin	HoFS / RM							G	G	G C	G	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												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	3 0	G	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 C	G	Gr	Gr	Gr	Gr	Gr		Ongoing.
1.7.18	Internal/external fraud awareness	Security of administration	HoFS / RM					G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr		Ongoing.
1.7.19	Fraud Risk Profiling	Security of administration	HoFS / RM					G	G	G	G	G C	G G G	Gr	Gr	Gr	Gr	Gr	Jun-06	Awaiting bid re fraud profiling
	Action on fraud referrals	Security of administration	HoFS / RM				G	G	G	G	G	G (G	Gr	Gr	Gr	Gr	Gr	Jun-06	Ongoing.
	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	3 0	G	Gr	Gr	Gr	Gr	Gr	Ongoing	Review as part of BFI report

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	Expected outcomes	Lead person													_					Comments / Updates
^{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	6 0	G	G	G	G	G	Gr						
1.7.40 Admin of RRE - Promote and improve take up of available relief	Improved performance and standard of service	HoFS / RM								G					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						c	G	G	G	G	G	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			F	A A			G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Mar-07	Included in improvement plan for R&B.
1.7.43 Admin of RRE - Third party verification of discount entitlement	Improved performance and standard of service	HoFS / RM						c	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Mar-07	Included in improvement plan for R&B.
1.7.44 Inter dept relationships - Sharing data between Revs & Bens enabling speedier admin of claims/accs	Improved performance and standard of service	HoFS / RM	G	G	G	3 6														
1.7.45 Anti - poverty - Introduce promotion of welfare benefits	Improved performance and standard of service	HoFS / RM								G			G	Gr	Gr	Gr	Gr	Gr	Mar-07	Included in improvement plan for R&B.
1.7.46 Anti-poverty - Enter partnerships with external orgs to promote assistance for vulnerable groups	Improved performance and standard of service	HoFS / RM								G									Mar-07	Included in improvement plan for R&B.
1.7.47 Enforcement - Review clarity and quality of notifications and info provided to customers - each stage	Improved performance and standard of service	HoFS / RM				G			G	G	G	G	G							
1.7.48 Enforcement - Produce written policies and procedures to ensure consistency and transparency	Improved performance and standard of service	HoFS / RM			C					G										
1.7.49 Enforcement - Allow full utilisation of all recovery powers 1.7.50 Customer Care - Introduce measurable standards of	Improved performance and standard of service Improved performance and	HoFS / RM				A				G										
Customer care and improve customer consultation	standard of service	HoFS / RM												Gr	Gr	Gr	Gr	Gr	Mar-07	

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	Expected outcomes																			
		Lead person																		Comments / Updates
7.51 Produce a procedure reference manual to enable	Improved performance and																			Procedural &
officers to act in a uniform manner	standard of service																			process toolkit
																				purchased and v
																				be implemented
														_			_	_		November.
7.52 Develop evetem to enable remote ecocos to date	Improved performance and	HoFS / RM			Α	AA		<u> </u>	A G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Nov-06	Develop and
7.52 Develop system to enable remote access to data	standard of service																			research in
																				January. Linked
																				IT infrastructure.
		HoFS / RM		F	A A	AA	A F	R A	A A	A	Α	А	А	Gr	Gr	Gr	Gr	Gr	Mar-07	
7.53 Improve procedures for selecting cases for visits and	Improved performance and																			
quality of information obtained	standard of service	HoFS / RM							G	i G	G	G	G	Gr	Gr	Gr	Gr	Gr	Mar-07	
7.54 Quality/Perf/Training - Quality checks to identify staff	Improved performance and																			Action as part of
training needs	standard of service	HoFS / RM											~	<u> </u>	<u> </u>	Gr	~-	<u> </u>	Mar 07	DWP funded projects.
7.55 Quality/Perf/Training - Process for monitoring perf'ce	Improved performance and				-	_	-					G	G	GI	Gi	GI	31	GI	Ivial-07	External bailiff
of contractors for outsourced functions	standard of service	HoFS / RM					C	G C	g lg	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Mar-07	monitored.
														_	-	_	_	_		
2 Ministers Heading - Strategic																				
Leadership																				
^{2.1} Develop & agree a 3 year corporate plan		CEO &																		
		LEADER																		
2.1.1 Political objectives established		CEO &																		Achieved
2.1.2 Report to Cabinet re: Political Objectives		LEADER CEO &				_		_		_	_									Achieved
Report to Cabinet re. Political Objectives		LEADER																		Achieved
2.1.3 Review consultation feedback from Community Plan		CEO &																		Achieved
re: Corp Plan		LEADER																		
Political objectives integrated into 3 Yr Fin Plan &																				Achieved. Furth
Budget process																				work to be
																				undertaken durir
		050.0																		summer as part
		CEO & LEADER					c		G G	G			G							budget review.

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	G = Green, A = Amber, R = Red, Gr = Grey			April	May	Julv	August	September	October	November	December	January	February	March	April	May	June	Ainc	August	September	
		Expected outcomes	Lead person																		
			Leau person																		Comments / Updates
2.1.5	Corporate Plan agreed by Council		CEO &																		Achieved
			LEADER																		
2.1.6	Corporate Plan Published		CEO &																		Achieved
			LEADER																		
2.1.7	Agreement to Priorities & non-priorities		CEO &																		Agreed. Feed info
			LEADER						G	G	G	G									into budget.
2.1.8	Review and revise corporate plan		CEO &																		Made SMART. Fu
			LEADER									G	G d	G							
2.1.9	Draft Service Plans for 2006/7 and link to budget		CEO &																		Plans updated to
	process and members		LEADER						A	G	G	G			(Gr	Gr	Gr (Gr G	ir	PMB.
2.2	Develop and agree revised vision and core values		CEO &																		
	for BDC		LEADER																		
2.2.1	Establish small working group to lead work		CEO &																		Achieved
			LEADER																		
2.2.2	Review existing vision and Core Values		CEO &																		Achieved
			LEADER																		
2.2.3	Consultation across Council on proposed new vision		CEO &																		Achieved
	& core values		LEADER																		
2.2.4	Revised Vision & Core Values approved by Cabinet &		CEO &																		Achieved
	Council.		LEADER																		
2.2.5	Revised Vision & Core Values consolidated into Corp		CEO &																		Achieved
	Plan & publicised		LEADER																		
2.2.6	Communicate to all staff and Members		CEO &																		Achieved
			LEADER																		
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,Ch																		Various already
			air of LSP &								G										attended.
	Community Planning process reviewed		Policy Offr				G														Achieved
	Assess development need of LSP Membership				G G	G	G	G										Τ			Achieved
2.3.4	Research good practice from other good or excellent																				"Swindon"
	CPA LA's		Policy/Ptrship																		approach to be
			Offr				G	G	G	G	G	Gl	G	G							used.

	RECOVERY PLAN TIMETABLE																		
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	Expected outcomes			_		<i>.</i>				-	Ĺ	-	-		_	Í	- -		
		Lead person																	
23	⁵ Structure of LSP reviewed & terms of ref & protocol						_		_	_	-								Comments / Updates
2.0.	agreed	CEO/ACE/LS P											G						Awayday took place 10th March 2006.
2.3.	6 Research external funding opportunities	Policy Offr											G						As and when appropriate.
2	⁴ Introduce member developm't programme to												<u> </u>						
-	support political and community leadership roles	CEO & LEADER																	
	¹ Agree a statement of intent	CEO, Leader																	Completed
	² Mentoring programme for lead members of political groups	of Council, Head of L&D,		G	G G	G (G G	3 0	G G	G	G	G	G						Peer mentors In place
2.4.	³ Community Leadership and Engagement Awareness Sessions	Head of HR & OD, Group											G						As and when appropriate.
2.	⁵ Introduce a programme of member development	CEO & LEADER																	
2.5.	1 Identification of training needs	CEO, Leader	G	G	G														Completed
2.5.	² Introduce Member Development Strategy	of Council,			_	3													Completed
2.5.	³ Explore opportunities for common training delivery with nearby Councils	Head of L&D, Head of HR & OD, Group Leaders																	Meeting has taker place with Leaders to review member development and develop arrangements for the future. This will include opportunities for working with other councils. Proposals to be discussed by 21/4/06.

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	Expected outcomes	Lead person																			
2.5.4 Develop and deliver Member Development Programme							G	G	D	О	A	G	О	G	Gr	Gr	Gr	Gr	Gr	Ongoing	Comments / Updates December's sessions cancelled. Furth work to be undertaken by Training Officer & Interim Head of HR/OD linked to revisions to constitution and identification of core competenci for members.
^{2.6} Research, develop, agree and implement		CEO &																			
6.1 Improve cross party working		LEADER CEO, Leader of Council, Head of L&D,		Α	А	Δ	A	G	Α	A	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Ongoing	Group Leader's Meeting continuing.
^{2.6.2} Joint attendance at conferences/seminars - community planning/leadership/partnership		Group Leaders											A				Gr				Difficult to implement. Gro Leaders to explo opportunities as and when they arise.
^{.6.3} Develop & agree opportunities for cross party wkg internally & externally			A	A	A	A J	A	G	G	A	A	A	A						Gr	Ongoing	More cross part working on committees - opportunities to assessed as an when they arise
2.7 Review the process and role of scrutiny and make				-	-	-	-											-	-		
recommendations for improvement		CEO																			

RECOVERY PLAN TIMETABLE																			
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,, ,	Expected outcomes			_						-						-	-		
		Lead person																	Comments / Updates
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		GG	5														Completed
^{2.7.3} Review of Scrutiny process						G	G	G	G										Completed
2.7.4 Further Scrutiny training			G	GG	a G	i G	G	G					А	Gr	Gr	Gr	Gr		Further training following implementation of Scrutiny review
2.7.5 Amendments to Overview & Scrutiny Procedure Rules				GG						A	A								Implemented from 7/3/06.
^{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	F		G	5 G	6	G	G	6	G	G	G						Will be put to Standards Committee on 25/4/06 and Full Council 2/5/06.
^{2.8.2} Fundamental review of existing Scheme of Delegation									G										Will be put to Standards Committee on 25/4/06 and Full Council 2/5/06.
^{2.8.3} Research good practice with LA's rated excellent in visits/mtgs with members													G	Gr					Some elements undertaken as par of review of constitution.
^{2.8.4} Assess & agree areas of work to include in Scheme of Delegation						G	G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr Ongoing	Ongoing.

							ā	5	2										er	
G = Green, A = Amber, R = Red, Gr = Grey			April	May	June	July	Sentember	October 10	October	December	January	February	March	April	May	June	July	August	September	
	Expected outcomes	Lead person																		
							_													Comments / Updates
^{2.8.5} Recommendations to Cabinet & Council																				On target for majority of constitution. Scheme of Delegation and financial regulations have been delayed du to other work pressures, I.e.
										G	G	G	A							budget. Timelin revised.
^{2.9} Restructuring																				
2.9.1 Cabinet agreement to new structure	More robust organisational		G	_																Achieved
2.9.2 Recruitment process agreed	structure to deliver recovery			G																Achieved
2.9.3 Recruitment to Corporate Director (Services), Assistant Chief Executive and new Heads of Service	agenda and address challenges for the future				C	6														Head of E-Gov a Customer Servic commences 20/3/06. Interviews for Head of HR/OD 3/3/06. Interim i place.
^{2.9.4} Completion of draft detailed structure						A	A	G	G											Revised timeline agreed.
2.9.5 Cabinet agreement to detailed structure]						A	A	A G											
2.9.6 Consultation on new structure							A	A	A G	G										
2.9.7 Completion of "slotting in" to new structure							Ţ	A	AA	G	G	G								New structure in place.
3 Ministers Heading - Organisational Development																				_
^{3.1} Develop a leadership style and code of practice that engages & motivates staff, elected members and officers		CEO																		

	RECOVERY PLAN TIMETABLE																				
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		Expected outcomes	Lead person																		
3.1.1	Develop Code of Conduct for senior elected members, SMT & HOS & Officers following peer mentors proposals	Improved working relationships	CEO									A	A	А							Comments / Updates Problems setting peer mentoring dates. New dates being considered.
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					~		~							Completed
3.1.3	Procure & deliver top team training		HoHR/OD					G	G	G	A	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Commenced.
3.1.4	Imp & cascade awareness of code of conduct on officer/member relationship		CEO						G	G	G	G	Δ	Δ	Gr	Gr	Gr				Draft protocols produced within revised constitution. Timeline extended for cascading through the organisation.
			020						0	0	0		^	^			01				
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	6	G	G	R	6	А	6							People Strategy to be submitted to April Cabinet and Performance Management Board.
3.2.2	Develop effective workforce plans									-		-									Paper to CMT in April on developing workforce plans during summer 2006.
			HoHR/OD														Gr				2000.

RECOVERY PLAN TIMETABLE																					
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	Expected outcomes	Lead person																			Comments / Updates
^{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						
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	
												_									
^{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	G	Gr	Gr	Gru	Gr	Gr		Paper to CMT I April on the development of competencies in Bromsgrove Council.
3.4.2 Develop a draft proposal		TIOTIN/OD	-			-						9	0	0	G	G			GI		Timeline revised
		HoHR/OD																		Gr	due to departure o 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	Dec-06	Timeline revised due to departure of Head of HR and to reflect People Strategy deliverables.

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		Expected outcomes	Lead person																	Comments / Updates
3.4.5	Review, revise and re-launch Performance Development Review scheme for all staff across the organisation.		HoHR/OD																Jan-07	comments / opdates
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																		Developed throug training directory. Interim Head of HR/OD made some additional suggestions.
352	Implementation of Management Development		HoHR/OD			_	_	_	_			G	G	i C	6r		_			
0.0.2	Programme		HoHR/OD											Ģ	Gr G	ir G	r G	r Gr	Ongoing	
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											Ģ	Gr					
3.6.2	Research & benchmark against other authorities		HoHR/OD												G	ir				
3.6.3	Implement revised recruitment and retention procedures		HoHR/OD													G	r G	r Gr	Sep-06	
3.7	Research and develop a process of job evaluation	1																		
	bringing harmonisation of pay and conditions		CDR																	
	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				T			G				T	T					
3.7.3	Project Manage implementation with effective communication and consultation with staff & TUs		HoHR/OD										AC					r Gr		First meeting of th working group has taken place and a project plan agreed.

							ŗ	1	5	<u>ب</u>					1	1		P	
	G = Green, A = Amber, R = Red, Gr = Grey		April	May	June	Audust	September	October	November	December	January	February	Anril	Mav	June	July	August	September	
	Expected outcomes	Lead person																	Comments / Updates
4	Ministers Heading - Performance															1			
	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
	All Service Plans to be mapped on "Performance Plus"																		Training ongoing enable this.
		ACE					G	А	G	G	G	G G							Timeline extende
4.2	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
	Implement the Performance Improvement Framework																		Top 45 agreed. Top 20 on the wa
4.2.3	Address bottom quartile and CPA indicators	ACE	G	G (r Gi	r Gr	Gr	Gr	ongoing	Top 45 updated to PMB.
4.3	³ Develop an understanding and support processes for performance management and service improvement across council																		
	Training for members	ACE									A	A A							Delayed. Re- programme.
	Review Performance Management Monitoring system to inc qualitative info	ACE									G	G G							Top 45 includes qualitative data.
4.3.3	³ Staff training programme to address performance reporting	ACE						G	G	A	G	G							Staff identified and training planned.

	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
4.4	Develop a comprehensive procurement strategy		CDR																		
4.4.1	Small working group to research best practice &		11.50																		Completed
4.4.2	develop procurement strategy Training for key personnel I.e Heads of Service &		HoFS	G		G										_		_			Ongoing.
	team Leaders		HoFS				G	G	G	G	G	G	G	G							egeg.
4.4.3	Audit review of progress		HoFS														Gr	Gr			
	Look to develop partnership opportunities. e.g Worcs Centre of Excellence		HoFS	G					G	G	G	G	G	G (Gr (Gr	Gr (Gr (Gr	Oct-06	Ongoing.
	Develop a "how to do business with BDC" Guide		HoFS	G			G														
	Procurement Forward Plan		HoFS			G															Completed
4.4.7	Development of Central Contracts Register		HoFS			G	G	G	G	G G	G	G	G	G							Ongoing.
	Central Select List of Approved Providers		HoFS			G	G	G	G	G	G	G	G	G							Ongoing.
4.4.9	Approved Revised Contract Standing Orders &																				Achieved.
1 1 10	Financial Regs		HoFS			G	G	G	G	G G	G	G	G						_		
	Develop Contract standard terms and conditions Develop standard documentation eg: invitation to		HoFS			G	G	G	G	G	G	ان	G		_				_		Ongoing.
4.4.11	tender		HoFS			G	G	G	G	G	G	G	G								Ongoing.
4.4.12	Member & Officer Training (see above training also)		HoFS							G				3 (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				1	1												Completed
4.4.15	PSG to consider Procurement staffing structure		HoFS			G	G	G	G												
	Appraisal of Procurement modules in BVR		HoFS	G		G	G	G	G	G	G (G	G	G							Ongoing.
	Linkages between Proc Fwd Plan and Medium term Financial Plan		HoFS	G		G	G	G	G	G	G	G	G	G							Ongoing.
	Procurement Toolkit & Handbook		HoFS					G	G	G	G (G	G	G							Ongoing.
	Approach to collaborative purchasing (Shared services)		HoFS		G	G	G	G	G	G	G	G	G								Completed
	Establish and adopted KPI		HoFS				G	G	G	G	G	G	G	G							Ongoing.
4.4.21	Appropriate E-procurement solution research		HoFS			G	G	G	G	G	G								\neg		
4.5	The development and production of an effective		CDD																		
	risk management policy/strategy		CDR																		

	RECOVERY PLAN TIMETABLE																				
	G = Green, A = Amber, R = Red, Gr = Grey			April	May	June	July	August	September	October	November	January	February	March	April	May	June	July	August	September	
		Expected outcomes	Lead person																		Comments / Updates
4.5.1	Small Working Group/Research Best Practice/develop coherent Risk Management Policy		HoFS				G	G(G												comments / opuales
4.5.2	Training for key personnel		HoFS									G	G	G							Risk Management Steering Group established. Risk officers have received training.
4.5.3	Audit review of process to ensure policy								ľ												
4.5.4	implementation & effectiveness Resurrect the Risk Management Steering Group (RMSG) & refer to previously issued information and documentation.		HoFS																	Oct-06	Completed but in need of review following
4.5.5	Group members to consider what the key risk areas		HoFS	G					-		_		-			-					restructuring.
	and the way forward e.g. finance, legal etc.		HoFS																		
	(i) Agree the terms of reference for the RMSG.		HoFS	G																	Completed
	 (ii) Ensure a corporate approach is adopted by allocating departmental responsibilities to RMSG members as Risk Managers (RM). 		HoFS	G																	
	(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	Ą	AA		3									Strategy went to Cabinet 18th January 2006.
	Agree timetable for RMSG meetings over the next 12 months.		HoFS	G																	
	Research 'best practice' and agree on a scoring matrix for RM in the Council.		HoFS	G																	
	Develop a project/workplan for introducing RM. Identify the links to the Recovery Plan.		HoFS HoFS	G G								_	+	+	-	-	-				
	Initial awareness raising session for members.		HOFS	G		G								-	+	-		-			
	Initial awareness raising session for members.		1010			G								+	+		-				<u> </u>

	RECOVERY PLAN TIMETABLE																					
	G = Green, A = Amber, R = Red, Gr = Grey	Expected outcomes		April	May	June	July	August	September	October	November	December	January 	February	March	April	May	June	July	August	September	
			Lead person																			Comments / Updates
	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	4 (G (6	3							Timeline revised due to delay in review of risk management strategy. Cabinet training on8/3/06. Other key members to be undertaken in April.
4.5.20	Additional Training/Guidance for Officers		HoFS						G			Α (3							Risk Managemen Steering Group and Risk Officers have all received training.
4.5.2′	Establish staff educational programme and suitable methodology (e.g. Grapevine, workshops, intranet etc.)		HoFS								A											Ongoing.
4.5.22	² To identify risks and prepare departmental and corporate risk registers.		Hofs										G		5							Strategic Risk Register to be developed by Apri & 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						
4524	Agree & timetable date for future annual reviews		Hofs	-			\vdash				\vdash		+	+	0	3r Gr						

RECOVERY PLAN TIMETABLE																				
G = Green, A = Amber, R = Red, Gr = Grey			April	May	June	July	August	September	October	November	January	February	March	April	May	June	July	August	September	
	Expected outcomes	Lead person																		Comments / Updates
Agree & timetable quarterly dates for future training (updates & awareness training for new staff).		HoFS												Gr						
^{.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 6	G	G	G							
^{4.6.2} Project management methodology approved and competencies developed									c	G A	G	G	G							
^{4.6.3} Competencies approved and trainer procured										G	- Fr	A	A							Draft framework be approved pric to procuring trainer.
4.6.4 Training of HOS's & Team Leaders		Head of HR							A	3 6										Training to be implemented from June 2006.
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																	Achieved
5.1.2 Completion of Internal Communication Strategy 5.1.3 Completion of PR, Marketing Strategy to complement Comm Strat		ACE			G (Re-programmed Re-programmed
5.1.4 Implementation and staff training relating to PR and Marketing Strat		ACE					ļ	Δ /	A											Re-programmed
RECOVERY PLAN TIMETABLE			+				2	+											5	1
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G = Green, A = Amber, R = Red, Gr = Grey			April	May	Julv	August	September	October	November	December	January	February	March	April	May	June	July	August	September	
	Expected outcomes	Lead person																		
^{5.1.5} Undertake budget consultation 2006/07		ACE								G	G	G	G					-		Comments / Updates Completed.
5.1.7 Agree Communications Strategy		ACE								G										Agreed by Cabine
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	G	Gr						Research completed.
5.2.1a Develop draft consultation policy outlining various techniques/styles		ACE									G	G	G							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	G							To be agreed at April Cabinet.
5.2.2 Customer services standards agreed & published in new Cust Charter		CSM								G										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	G	Gr	Gr					In place.
5.2.4 Deliver Customer Care training to all staff		CSM/HR						G	G	G	G	G	G							In place.
5.2.5 Monitor Customer Service provision / survey customers to gauge improvement		CSM									G	G	G	Gr	Gr	Gr	Gr	Gr	Oct-06	Budget agreed.

RECOVERY PLAN TIMETABLE																		
G = Green, A = Amber, R = Red, Gr = Grey	Expected outcomes		April	May	June	July Andret	September	October	November	December	January	March	April	May	June	July	September	
		Lead person																Comments / Updates
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 ha taken place and a
^{6.1.2} Subject to the outcome of Cabinet deliberation present the strategy to the relevant Scrutiny Committee		HoSS&WM, HoFS.						G	G									taken place and a rebalancing of the rounds has commenced. Staff
^{6.1.3} Develop and undertake a Public Consultation on the strategy		HoSS&WM, HoFS.						G	A	A	G (contracts are currently under
6.1.4 Consult with Trade Unions		HoSS&WM, HoFS.						G	G	G								review. Customer Care training has
6.1.5 Revise Strategy for Cabinet and Council		HoSS&WM, HoFS.								A								been done. Strategy for the
6.1.6 Develop implementation processes		HoSS&WM, HoFS.								G								depot including waste collection is
^{6.1.7} Roll out implementation plan		1101 0.					_				3 0	G	Gr	Gr	Gr	Gr G	r Ongoing	in preparation and
6.1.8 Review, revise and implement refuse and recycling collection schedules		HoSS&WM, HoFS.										G						was presented to Cabinet 28
6.1.9 Procure three new refuse collection vehicles		HoSS&WM, HoFS.					Α	А	G					Gr	Gr	Gr		September. Budget issues
6.1.10 Procure vehicles for street cleansing and the cesspool emptying service		HoSS&WM, HoFS.							G									arising from the strategy are being
6.1.11 Develop and agreed Waste Minimisation Strategy		HoSS&WM, HoFS.					А							Gr	Gr	Gr G	ir	finalised. Waste Minimisation
6.1.12 Develop and agree recycling strategy		HoSS&WM, HoFS.															-	Strategy timeline and Recycling Strategy subject to further discussion with Corporate Director.
								G	G	A	G C	G	Gr	Gr	Gr	Gr G	ir	

BROMSGROVE DISTRICT COUNCIL PERFORMANCE MANAGEMENT BOARD

<u>21ST April 2006</u>

USE OF RESOURCES

Responsible Portfolio Holder	Councillor R Hollingworth
Responsible Head of Service	Corporate Director (Resources)

1. <u>SUMMARY</u>

1.1 This report provides the outcome of the Use of Resources assessment recently carried out by the Council's appointed auditors KPMG.

2. <u>RECOMMENDATION</u>

2.1 Members are asked to note the report.

3. BACKGROUND

- 3.1 The Use of Resources assessment forms part of the new approach to the Comprehensive Performance Assessment of Councils and not only replaces, but is far more challenging than the Auditor Scored Judgement.
- 3.2 The Use of Resources assessment focuses on financial management but links to the strategic management of the authority. It looks at how financial management is integrated with strategy and corporate management, supports council priorities and delivers value for money. It will be carried out annually, as part of each council's external audit (for 2005/06 it was undertaken in January).
- 3.3 The assessment covers financial reporting, financial management, financial standing, internal control and value for money.
- 3.4 The overall use of resources score is based on combining auditors' scores for each of the areas covered. The score will be on the following scale:
 - 4 = well above minimum requirements performing strongly
 - 3 = consistently above minimum requirements performing well
 - 2 = at only minimum requirements adequate performance
 - 1 = below minimum requirements inadequate performance
- 3.5 The Use of Resources Key Lines of Enquiry sets out the areas covered by the assessment in detail. They include the standards expected for different levels of performance.

The main areas are:

Financial reporting (How good are the council's financial accounting and reporting arrangements?)

- The council produces annual accounts in accordance with relevant standards and timetables, supported by comprehensive working papers
- The council promotes external accountability (this would suggest the production of an annual report for the Council which summarises the financial position)
- Financial management

(How well does the council plan and manage its finances?)

- The council's medium-term financial strategy, budgets and capital programme are soundly based and designed to deliver its strategic priorities
- The council manages performance against budgets
- The council manages its asset base
- Financial Standing
 - (How well does the council safeguard its financial standing)
 - The council manages its spending within the available resources
- Internal Control

(How well does the council's internal control environment enable it to manage its significant business risks)

- The council manages its significant business risks
- The council has arrangements in place to maintain a sound system of internal control
- The council has arrangements in place that are designed to promote and ensure probity and propriety in the conduct of its business
- Value for Money
 - The council currently achieves good value for money
 - The council manages and improves value for money
- 3.6 Rather than being a simple checklist of elements that the Council should have in place the Use of Resources assessment is far more challenging e.g. under financial standing Level 4 is "The council monitors the opportunity costs of maintaining its levels of reserves and balances and compares these to the benefits it accrues."
- 3.7 The key principles that underpin the Audit Commissions approach to VfM are:
 - They judge value for money from a community-wide perspective rather than that of individual service users (which will be looked at through service inspections)
 - Where possible they will look at gross costs (as net costs can mask high spending if income is also high).
 - Costs alone do not reflect value; local context and quality of service need to be taken into account in arriving at value for money judgements;
 - Full long term costs and benefits should be taken into account, not just immediate costs;
 - Numerical data on costs and performance provide a starting point for questions, not answers;
 - Value for money judgements need to allow for local policy choices (alongside a national policy context) about priorities and standards of service;
 - Judgements should address current performance in achieving value for money and how well value for money is managed and improved over time and the extent to which a longer term approach is taken; and

- Judgements should rely primarily on evidence of outcomes achieved and the effectiveness of activity to improve value for money.
- 3.8 The Council had to submit a self assessment against the VfM element of the Use of Resources Assessment by the end of September 2005 and a further self assessment against the other elements in January 2006.
- **3.9** In January 2006 KPMG undertook an assessment of the submissions. This involved interviews with the Leader, Chief Executive and other senior officers.

4. ASSESSMENT

- 4.1 Attached at Appendix A are the findings from KPMG's assessment of the Council under the Use of Resources and in summary they are as follows:
 - Financial reporting overall score 1
 - Financial management overall score 1
 - Financial standing overall score 2
 - Internal control overall score 1
 - Value for Money overall score 1
 - Overall score 1
- 4.2 In addition to including the findings Appendix A includes good practice points as well as areas for improvement.
- 4.3 Whilst it is a disappointing outcome, the report doesn't include any contextual information about where the Council has improved. It needs to be acknowledged that the Council started from an extremely low base. It has had to close 4 years worth of accounts in just over 2 years. To have done this is a significant achievement let alone achieving unqualified audit opinions for the last 2 years as well as closing the last to statutory timescales. In addition to this the council has made other improvements to financial management and internal audit.
- 4.4 The Use of Resources assessment will be formally reported to the Council as part of the Annual Audit and Inspection Letter, due to be reported to the Executive Cabinet in May 2006. We are assured that some context to the assessment will be provided in the letter.
- 4.5 It is acknowledged by KPMG that the assessment is already out of date as the Council, in line with the recovery plan, has continued to make significant improvements and this was acknowledged by our Audit Manager at a recent Government Monitoring Board.
- 4.6 The Recovery plan covers much of the improvements needed but we are currently reviewing it to ensure that the action plan covers all areas on which we need to improve. We are meeting with KPMG to get their input into this.
- 4.7 For information attached at Appendix B is the Key Lines of Enquiry for the Use of Resources assessment.

5. FINANCIAL IMPLICATIONS

5.1 None.

6. LEGAL IMPLICATIONS

6.1 There are no specific legal implications from this report.

Background Papers

Value for money self assessment Use of Resources self assessment

Contact officer

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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

<u>19[™] APRIL 2006</u>

HUMAN RESOURCES STRATEGY

Responsible Portfolio Holder	Councillor C Spencer
Responsible Head of Service	Clare Armour

1. <u>SUMMARY</u>

1.1 The attached Human Resources Strategy sets out the vision and objectives for the Human Resources and Organisational Development department over the next two years. In particular it sets out how the department will support the Council in achieving its overall objectives through effective and strategic people management.

2. <u>RECOMMENDATION</u>

- 2.1 That the Council agrees to the proposed Human Resources Strategy for 2006-2008
- 2.2 That the Council supports the Human Resources strategy Action Plan for 2006-20008

3. BACKGROUND

- 3.1 The development of an effective Human Resources Strategy is a key aspect of the recovery plan for Bromsgrove Council. The main objective of the strategy is to ensure that the organisation has the capacity to deliver its vision and the corporate plan priorities. This will be achieved through ensuring the Council has the right staff, with the right skills, organised in the right way to deliver its services now and in the future. The strategy sets out how the Council will plan, recruit, retain and develop its staff over the next two years to meet this objective. The Chartered Institute of Personnel and Development has researched good practice of human resources in the public sector. A key finding of this research was that Human Resources needs to be more "visible, more responsive, more flexible and adaptable to the needs of the organisation.¹" This strategy, which is directly linked to the national strategy for local government, is a key aspect of enabling this to happen within Bromsgrove Council.
- 3.2 Consultation on the strategy has taken place with unions and staff within Human Resources/ Organisational Development.

4. <u>Financial Implications</u>

¹ CIPD – Fit for Purpose: building a strategic HR function in the public sector 2005

4.1 Investment has already been made into the Human Resources/Organisational Development Department. It is anticipated that the delivery of the strategy will be achieved from within existing resources.

5. <u>Legal Implications</u>

5.1 The delivery of the strategy will include responding to any employment or related legislation in existence or planned.

6. <u>Corporate Objectives</u>

6.1 As the strategy relates to the effective and strategic management of staff, it supports all the corporate objectives. However in particular it relates to "Being an Efficient and Effective Council".

7. <u>Risk Management</u>

7.1 The risk of not having an effective Human Resources strategy is considerable for the Council. It is a key part of the recovery plan and demonstrates that the Council is taking a pro active approach to its most valuable resource. The strategy is strongly linked to the national strategy for pay and workforce issued by the Employers Organisation. The strategy sets out a structured proactive framework for how the Council manages its workforce, thereby improving staff performance and the performance of the organisational as a whole. Failure to adopt the strategy would have a negative impact on the recovery plan as well as the ability of the organisation to respond to customer needs and service requirements.

8. <u>Other Sub Headings</u>

8.1 Procurement Issues – Potentially in that improved ways of contracting e.g. advertising will be reviewed to ensure value for money and improvements to best value performance indicators.

Personnel Implications – A significant number of policies and procedures will be reviewed as part of the strategy as well as consideration of how the Human Resources/ Organisational Development department "adds value" to the organisation.

Governance/Performance Management Considerations – Improvements in the skills of the workforce, linked to a workforce plan will improve performance of the organisation.

Community Safety Considerations - None

Policy Considerations - None

Environmental Considerations - None

Equalities Implications – The strategy sets out how the function will respond to challenges around equalities issues in the workplace e.g. responding to best value performance indicators on equalities

Background Papers

HR Strategy

Contact officer

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bromsgrove council

www.bromsgrove.gov.uk

PEOPLE STRATEGY

2006-2008

For further information on this strategy please contact:

HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT SERVICES THE COUNCIL HOUSE BURCOT LANE BROMSGROVE WORCESTERSHIRE B60 1AA Telephone: 01527 881479



Introduction

In order to ensure that the Council's most valuable assets, its employees, are able to contribute successfully towards the strategic direction of the Council and also achieve their full potential, the Council needs an effective framework for the recruitment, retention, deployment and development of all its staff.

This strategy is based on the views of employees, members and trade unions, and divided into six sections:

- 1. Purpose and aims of the strategy
- 2. The Council
- 3. The Challenges
- 4. The People Management Themes
- 5. Strategic Goals
- 6. Review Arrangements

1. Purpose and aims of the strategy

This strategy aims to ensure that employees can achieve their best in order to deliver excellent services. It identifies the kind of employer Bromsgrove District Council wants to be and how it aims to achieve this. The Strategy is intended to be a framework, setting out the contribution of people management to achieving the Council's vision and objectives, with a clear indication of priorities.

The Council's vision is:

"Bromsgrove District will be an attractive, clean, healthy, safe and prosperous district where an improving quality of life is enjoyed equally by all."

The Council's vision is underpinned by a set of values that are shared by Members and Officers. These are: -

- Putting our citizens first
- Being honest, open and fair at all times
- Valuing and respecting people
- Demonstrating integrity and accountability
- Ensuring quality customer service
- Seeking to achieve value for money
- Working together
- Recognising the need for improvement

The Council has identified three key priorities over the next three years, these are: -

- Healthy and safe communities
- Clean streets and public places
- Efficient and effective conduct of Council business

In addition, the Council has the following objectives: -

- To make a major contribution towards achieving a healthy caring and socially aware community
- To provide a clean, safe and attractive environment
- To protect and improve our environment and promote sustainable communities
- To foster and sustain a strong and expanding economy
- To provide sustainable culture and leisure opportunities
- To be an efficient and effective Council

The main objective of the Human Resources and Organisational Development Service is to assist with increasing the capacity of the organisation to deliver the Council's Vision and Corporate Plan priorities. To do this, the Service will:

- Enable the Council to attract, develop and retain the people it requires to deliver services;
- Encourage personal development and ensure individuals are given the opportunity to be equipped with the skill, knowledge and experience needed to contribute effectively to the Council's objectives;
- Promote the Council's values;
- Provide a diverse workforce representative of the community we serve;
- Provide a safe and healthy environment;
- Proactively develop human resources policies that reflect the needs of the Council;
- Provide comprehensive high quality personnel, training, health and safety and payroll advice which encourages best practice.

2. The Council

As of 31st December 2005, the Council employees 431 individuals across nine different locations. Of these, 70% are full time, and 30% are part time.

Of the Council's 431 employees, 54% are male and 46% are female.

Of the full time employees, 70% are male and 30% are female.

Of the part time employees, 17% are male and 83% are female.

0.5% of the Council's employees are from an ethnic minority background, compared to 2% economically active people in the local area.

0.7% of the Council's employees class themselves as disabled as defined by the Disability Discrimination Act, compared to 11% economically active people in the local area.

19% of the top 5% of earners in the Council are female, and 0% of the top 5% of earners are from black/minority ethnic groups.

Overall turnover in the Council is 15%. In some parts of the Council it is higher than others, e.g. leisure services. Recruitment in some areas is difficult, e.g. planning services and building control.

3. The Challenges

Local Government is a rapidly changing sector currently characterised by:

- A very strong emphasis on performance both of Council's as a whole and individual employees;
- Increased, and more stringent people related Performance Indicators;
- An increased emphasis on local partnerships working together on issues that are not the sole responsibility of one organisation, e.g. community safety and economic regeneration.

Local government also faces the challenge of key government initiatives such as:-

- The 10 year local government vision which sets out a strategy for the next decade, covering areas such as leadership, neighbourhoods, partnerships between central and local government, citizen engagement and the ongoing performance agenda.
- Local Area Agreements which allows local authorities and their partners to decide which local priorities best reflect local circumstances and gives flexibility to decide how funding is best spent.
- **The Efficiency Review** which requires the Council to deliver a minimum of 2.5% efficiency gains each year.
- The Audit Commission's 2005 Comprehensive performance Assessment – which emphasises the importance of people as a key resource and will expect the council to show evidence of workforce planning and development.

Locally, Bromsgrove following a critical Corporate Governance Inspection in March 2003, took the decision in 2004 to request Voluntary Engagement with the Government in order to secure guidance and support towards achieving improvement in the performance of the Council. Voluntary Engagement was agreed and approved in November 2004, and a comprehensive Recovery Plan developed, with the target of ending Voluntary Engagement status by March 2007.

Within this context, the Council must also respond to changing service needs, skills shortages in a number of key areas both nationally and regionally, financial positioning requiring longer term management, and a move to e-governance.

In 2003, the Office of the Deputy Prime Minister (ODPM) published the first Pay and Workforce Strategy which was adopted by both the Local Government Association (LGA) and central Government. This strategy was updated in 2005, and it seeks to address key people management issues that the Audit Commission identified in its Comprehensive Performance Assessments.

Clearly the challenge for Bromsgrove District Council will be to create a workforce that is flexible, equipped to adjust to different tasks and roles, that understands the bigger picture, and is guided by well trained managers.

4. The People Management Themes

To enable our workforce to meet these challenges and support them in working to deliver our stated vision and values, the Council has set out a framework developed around the five key themes as identified in the ODPM's Pay and Workforce Strategy. These are:-

- 4.1 Developing Leadership Capacity
- 4.2 Developing the skills and capacity of the workforce
- 4.3 Developing the organisation
- 4.4 Resourcing Local Government
- 4.5 Pay and Rewards

Theme 1 Developing Leadership Capacity

We will develop our leadership capacity by: -

- 1-1 Developing the capacity of top teams though a "top teams programme" delivered by an external consultant commencing in 2006.
- 1-2 Planning the development of future leaders through the implementation of a succession planning strategy.
- 1-3 Recruiting and developing leaders (members and officers) who can articulate a clear vision of where the organisation is going. This will be achieved through a review of the recruitment function, in particular establishing how organisational core competencies can be used. The development of leadership will also be achieved through the succession planning strategy.
- 1-4 Providing excellent induction, training and development for elected members which is based on identified need and effectively evaluated.
- 1-5 Ensuring the effective use of development and training resources to provide employees and Elected Members with the skills and knowledge needed to maximise their potential.

Theme 2 Developing the skills and capacity of the workforce

We will motivate and develop our employees to achieve their full potential and achieve the Council's corporate objectives and service delivery requirements by:-

2-1 Raising the quality of management in key areas such as project and programme management, financial management, procurement, and partnership working. This will be achieved by implementing a comprehensive learning and organisational development programme which is linked to competencies and based on needs identified e.g.

through the emerging procurement strategy or best value performance indicators (BVPI). It will also include the implementation of a middle manager programme

- 2-2 Increasing the skills of front line and other operational staff, including multi-skilling. The organisations skills gap will be identified through a workforce planning process to be undertaken in 2006. In addition, partnerships will be further developed to enable employees to access basic skills and vocational training.
- 2-3 Creating a culture of lifelong learning and continuous improvement. This will be achieved through the promotion of employee involvement, new work/life balance policies and implementation of core competencies and the management development programme. In addition, basic skills and vocational training will be made available (see above).
- 2-4 Equipping employees with the skills, knowledge, competence and confidence to deal with change. This will be achieved through the development and implementation of staff competencies and through the enhanced learning function in the Council.
- 2-5 Ensuring a correlation between development and training investment, and personal and organisational performance. This will be achieved by the review of key performance indicators, extending evaluation of development opportunities and reviewing feedback from managers and employees.
- 2-6 Promoting and advising on the systematic identification and development and training needs for employees, teams and services as a whole. The Council will review its training needs analysis system and ensure that this is linked effectively with its workforce plan.
- 2-7 Commissioning or designing and delivering high quality development and training programmes to meet individual, team, service and corporate needs. This will be an integral element of the organisation's workforce plan.
- 2-8 Evaluating training programmes and training investment to ensure continuous improvement and efficient use of resources. A more robust evaluation process will be implemented during 2006/07 which will ensure that the impact of learning is assessed and that the impact on corporate performance is understood.
- 2-9 Providing advice and assistance to retain Investors in People accreditation.

Theme 3 Developing the Organisation

We will enable the Council to effectively deliver its key priorities and adapt to its changing environment by: -

- 3-1 Creating a high performance people management culture across the Council. This will be enabled through management development programmes and the implementation of the competencies. In addition HR will ensure that managers receive appropriate training and support on how to implement the organisation's people management policies.
- 3-2 Promoting the concept of staff as organisational advocates within the community by ensuring that they are motivated, valued and fairly rewarded. This will be achieved through consistent, effective line management (supported by training and competencies), improving communication (supported by the new Communication Strategy) better access to development opportunities and the implementation of job evaluation.
- 3-3 Implementation of single status in Bromsgrove Council through job evaluation, the development of a new pay and grading structure and harmonisation of terms and conditions by Autumn 2007.
- 3-4 Developing a successful partnership approach to employee relations;
- 3-5 Creating a more flexible workforce, able to deliver high quality, customer focused services. The Council will review best practice in work/life balance policies with a view to developing and implementing a work/life balance strategy underpinned with appropriate policies and training for managers.
- 3-6 Developing effective partnership working with other councils, relevant public and private sector organisations and unions in order to improve performance and efficiency.
- 3-7 Providing clear, consistent and rational organisational structures which empower employees to achieve success in service delivery. This will be supported by appropriate development for managers that encourages managers to promote greater empowerment.
- 3-8 Developing openness, accountability and transparency in decisionmaking processes affecting people at work. This will be achieved through the implementation of the organisation's communication strategy.
- 3-9 Setting, reviewing and assessing targets and objectives at organisational, directorate and individual levels ensuring a clear link between each level.
- 3-10 Communicating openly and clearly with all employees about their role and the activities of the Council as a whole, so that they can participate and contribute to the best of their abilities. This will be achieved

through ensuring managers have the skills to communicate effectively (supported by training and development of competencies) as well as through the new communications strategy.

- 3-11 Developing and maintaining appropriate arrangements and processes to ensure that efficient and effective consultation and negotiation is undertaken across the Council. This will be achieved through the Employee Consultation Strategy developed in Summer 2006 and the staff involvement process to be implemented in November 2006.
- 3-12 Ensuring a framework exists for employees to have an opportunity to contribute suggestions on how services can be improved as part of the wider communications strategy by Autumn 2006.
- 3-13 Developing a culture of corporate and co-operative working across the Council. This will be enabled by organising events where employees can come together to learn or share good practice such as the employee events developed as part of the Communications Strategy.
- 3-14 Developing effective mechanisms for downward, upward and lateral communication as part of the implementation of the Council's Communication Strategy.
- 3-15 Providing a safe and healthy environment in which to work through the development of appropriate policies and the delivery of training.
- 3-16 Promoting healthy lifestyles and supportive frameworks for healthy living amongst employees. This will include a review of the sickness absence procedures in late Autumn 2006.
- 3-17 Designing, implementing and monitoring human resource policies and practices which support organisational improvement as well as consistently contribute to and support the fair treatment of employees at work.

Theme 4 Resourcing Local Government

We will look to recruit and retain the best people for the job by: -

- 4-1 Ensuring effective strategies are in place for recruiting and managing a diverse workforce reflecting the population we serve. This will be achieved through a review of the organisation's approach to recruitment in Summer 2006 and the implementation of new procedures in Autumn 2006 which support the delivery of the workforce plan. In particular, the Council will ensure that there are no real or perceived barriers to recruitment.
- 4-2 Undertaking various initiatives aimed at ensuring equality for all staff and improving the organisation's approach to diversity. This will

include the review of recruitment and retention, learning opportunities and the implementation of job evaluation.

- 4-3 Developing better workforce planning across the Council, addressing national and local recruitment and retention issues. A workforce plan will be developed during Spring and Summer 2006 which is linked to service development and identified the skills and workforce the Council needs for the next 5 years.
- 4-4 Addressing the 'image' of local government among potential new recruits as part of the new approach to recruitment.
- 4-5 Developing a range of employment benefits which enable the Council to continually attract and retain the best people. This will form part of the new retention strategy to be developed in Summer 2006.
- 4-6 Providing flexible arrangements which respond to changing needs and priorities whilst maintaining the integrity of the Council's single employer obligation. This will be included in the new retention strategy to be developed in Summer 2006.
- 4-7 Challenging prejudice and discrimination in all its forms and ensuring every employee is treated with dignity at all stages of their employment with the Council. This will be achieved through management development, staff training and the introduction of competencies.
- 4-8 Ensuring that employees' efforts and contributions are recognised and successes celebrated. This will be at both line manager and organisational level and will be achieved by ensuring managers give effective feedback (management training and competencies), through specific organisational events and using appropriate communication methods such as the improvements to be made to the "The Grapevine" as part of the Communications Strategy.

Theme 5 Pay and Rewards

We will create pay and reward schemes that actively support improvement by:

- 5-1 Modernising local pay and reward structures to support a high performance, highly skilled and flexible workforce through the implementation of job evaluation during 2006 and 2007.
- 5-2 Modernising local pay and reward structures to support a high performance Providing fair, equitable and defensible systems for job grading/job evaluation. The job evaluation project team will have responsibility for ensuring that this occurs.
- 5-3 Working with staff side to seeking and deliver harmonisation of conditions of employment across groups of employees and services
- 5-4 Developing a range of employment benefits which enable the Council to continually attract and retain the best people within the parameters of delivering cost effective services to the public. A review of other employment offers available will be undertaken and this will be built into appropriate strategies and policies.

5. Action Plan

In order to deliver on these people management themes, a number of actions over the short and longer term can be identified.

Short Term (up to 31st March 2007)

Action	Officer responsible	Member responsible	To be completed by	People theme	Recovery plan theme – Ministers Heading
Commence Top Team Development Programme	Chief Executive / Head of HR and OD	Cllr. R. Hollingworth	April 2006	1,2 and 4	Strategic Leadership and Organisational Development
Develop and commence a Bromsgrove Management Development Programme	Head of HR and OD / Training Officer	Cllr. C. Spencer	April 2006	1,2 and 3	Organisational Development
Undertake an Investor in People re- accreditation against the new standards	Head of HR and OD / Training Officer	Cllr. C. Spencer	April 2006	1,2, 3 and 4	Strategic Leadership and Organisational Development
Review and revise the Council's health and safety Policy	Head of HR and OD / Health and Safety Officer	Cllr. C. Spencer	May 2006	3	Organisational Development
Review and revise the Council's risk	Head of HR and OD /	Cllr. C. Spencer	June 2006	3	Organisational

assessment procedure	Health and Safety Officer				Development
Review and revise the Council's manual handling procedure	Head of HR and OD / Health and Safety Officer	Cllr. C. Spencer	July 2006	3	Organisational Development
Review and revise the Council's Accident Reporting procedures	Head of HR and OD / Health and Safety Officer	Cllr. C. Spencer	August 2006	3	Organisational Development
Review and revise the Council's Chemical safety procedures	Head of HR and OD / Health and Safety Officer	Cllr. C. Spencer	September 2006	3	Organisational Development
Review and revise Disciplinary Procedure	Head of HR and OD / Personnel Officer	Cllr. C. Spencer	September 2006	3	Organisational Development
Draft and implement Capability Policy	Head of HR and OD / Personnel Officer	Cllr. C. Spencer	September 2006	2 and 3	Organisational Development
Agree a framework for Management Competencies	Head of HR and OD	Cllr. C. Spencer	September 2006	1,2 and 3	Strategic Leadership and Organisational Development
Develop Workforce Plans	Head of HR and OD	Cllr. C. Spencer	September 2006	1,2,3 and	Strategic

				4	Leadership and Organisational Development
Review and revise the Council's Display Screen Equipment procedures	Head of HR and OD / Health and Safety Officer	Cllr. C. Spencer	October 2006	3	Organisational Development
Review and revise all policies in light of Age Discrimination legislation due from 1 st October 2006	Head of HR and OD / Personnel Officer	Cllr. C. Spencer	July 2006	3 and 5	Organisational Development
Review Council's approach to Recruitment and Retention	Head of HR and OD / Personnel Officer	Cllr. C. Spencer	July 2006	3 and 4	Organisational Development
Evaluate all Local Government Services (Green Book) jobs within the Council	Head of HR and OD / WMLGA	Cllr. C. Spencer	March 2007	4 and 5	Organisational Development
Draft a framework for capturing and implementing employee suggestions	Head of HR and OD / Personnel Officer	Cllr. C. Spencer	October 2006	3	Organisational Development
Review employee and Trade Union consultation processes	Head of HR and OD / Personnel Officer	Cllr. C. Spencer	November 2006	3	Organisational Development
Review sickness management procedures within the Council	Head of HR and OD / Personnel Officer	Cllr. C. Spencer	November 2006	2 and 3	Organisational Development
Review and revise Grievance procedure	Head of HR and OD / Personnel Officer	Cllr. C. Spencer	January 2007	3	Organisational Development

Draft and implement Stress Policy	Head of HR and OD / Health and Safety Officer	Cllr. C. Spencer	January 2007	3	Organisational Development
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Long Term (1st April 2007 – 31st March 2008)

Conduct a Pay and Grading review	Head of HR and OD / WMLGA	Cllr. C. Spencer	April 2007	4 and 5	Organisational Development
Implement new Pay and Grading Structure for the Council as a result of the Job Evaluation exercise	Head of HR and OD	Cllr. C. Spencer	July 2007	4 and 5	Organisational Development
Commence process of harmonisation of conditions of employment	Head of HR/OD/ Personnel Officer	Cllr. C. Spencer	April 2007	4 and 5	Organisational Development
Draft and implement Honoraria and Regrade Policy	Head of HR and OD / Personnel Officer	Cllr. C. Spencer	May 2007	3 and 5	Organisational Development
Conduct a review of the Council's Family Friendly policies	Head of HR and OD / Personnel Officer	Cllr. C. Spencer	September 2007	2,3, and 4	Organisational Development
Draft and implement TOIL Policy	Head of HR and OD / Personnel Officer	Cllr. C. Spencer	January 2008	3	Organisational Development
Draft and implement leave Policy	Head of HR and OD / Personnel Officer	Cllr. C. Spencer	January 2008	3	Organisational Development
Draft and implement Homeworking Policy	Head of HR and OD / Personnel Officer	Cllr. C. Spencer	March 2008	3	Organisational Development
Review and revise Relocation Policy	Head of HR and OD / Personnel Officer	Cllr. C. Spencer	March 2008	3 and 5	Organisational Development

6. Review Arrangements

This Strategy will be continually reviewed against Council values and objectives and adjusted as necessary to ensure strategic fit. Strategic Management Team will receive an annual report on achievement of strategic goals, how they have impacted on corporate performance and these will be assessed and re-established for a successive two year cycle on an annual basis.

Clare Armour Interim Head of Human Resources and Organisational Development

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

21 APRIL 2006

Update on Performance Development Reviews.

Responsible Portfolio Holder	Cllr Mrs. C. J. Spencer
Responsible Head of Service	Clare Armour

1. <u>SUMMARY</u>

1.1 This report provides the performance management board with an update of Performance Development Reviews (PDRs) completed to date.

2. <u>RECOMMENDATION</u>

- 2.1 To note the current status of PDRs completed in the Council contained in section 3.
- 2.2 To note the proposed timetable for future PDRs

3. BACKGROUND

3.1 Bromsgrove Council set a target of December 2005 for all PDRs to be completed across the Council. Performance Development Reviews should take place at least once per year with an update meeting every six months. The PDR process is an opportunity for a manager and employee to discuss staff development, performance and set objectives for the coming year. Clearly regular meetings and feedback should be taking place between employees and their managers but the PDR is an opportunity to have a focussed discussion that also considers employee aspirations and development needs.

3.2 The aims of the PDR are set out below:

- To ensure that a regular and systematic consideration of the work, performance and development of employees is achieved.
- To ensure that employees understand their personal objectives, those of the team, and how they contribute to the overall objectives of the Council.
- To ensure that the effective performance as well as continuing training and development of employees is of value both to the Council and its provision of services.
- To ensure that employees themselves gain value from the process in terms of the job satisfaction and personal career development.
- To ensure that the process is designed as an extension of the normal "day to day" management of employees.

• To ensure that the employee's Job Description is up to date and accurately reflects the duties and responsibilities of the post holder. All Job Descriptions should follow the corporate format. (Copies are available from HR & OD Services).

Service	No of PDRs Received	Percentage of PDRs received out of total staff	Number Outstanding	
E Gov and Customer	28	100%	0	
Services				
HR and OD	9	100%	0	
Resources Dir	ources 2 100%			
Planning and Environment	55	90%	6	
Finance	36	82%	8	
Culture and Community	48	67%	23	
SS and Waste	81	68%	39	
Legal and Democratic	16	50%	16	
CEO	8	90%	1	
Asst CEO	4	0%	1	
Services Dir	0	0%	3	
Total	287	75%	97	

3.2 The PDRs reported to the Human Resources department for each service is set out below. This is the situation as at the end of March 2006.

- 3.2 The Council currently has over 70 vacancies however these are either currently being recruited to or are awaiting the start of the new post holder.
- 3.3 It should be noted that PDRs may have been completed within services but not yet reported to the HR department. The figures reported on the number of PDRs completed therefore may be higher. The feedback from IIP assessment in early April will give an indication of whether staff are receiving a good quality PDR.
- 3.4 The completion of PDRs has been raised regularly at CMT and Heads of Service have been reminded to ensure that the paperwork is sent back. A new deadline for completion of PDRs has been agreed by CMT as 30th April 2006. Directors have made Heads of Service aware that there will be serious implications if PDR interviews are not undertaken within the timescales given.

A new timetable has been produced and agreed at CMT and six month PDR reviews are about to commence.

- 3.5 A spot check of PDR quality undertaken in early March showed the following:-
 - The majority of PDRs did not have any review of last year, with the main reason stated being that the current system of appraisals was not in place last year and therefore clear objectives had not been set.

- In the majority of cases, there was a clear link between the Manager and employee objectives (but there were a few cases where the Manager had not received their own appraisal at the time of the PDR.)
- A number of objectives were either not relevant (random statements such as "go for promotion") or were not SMART.
- Most PDRs had timescales attached, but few identified clear resources to deliver.
- The majority of comments were not completed. Very few comments made incorporated a personal supporting statement from any of the 3 parties.
- 3.5 As a result the following recommendations are being taken forward:
 - Future PDRs must include a rounded review of the previous year's performance, in line with objectives set.
 - Senior managers must undertake their PDRs early in the programme to enable all line managers to then cascade down.
 - Some managers need further support in developing appropriate objectives for their staff.
 - Resources and timescales need to be clearly identified and objectives need to be timetabled appropriately, for delivery throughout the coming 12 months.
 - Soft skill development is required for line managers in order to help them understand how they should be making supporting comments and action for all their staff.
- 3.5 A timetable for future PDRs, linked to the business plan has been approved by CMT and is attached as an appendix.

4. Financial Implications

4.1 There are no financial implications

Legal Implications

5.1 There are no legal implications

6. <u>Corporate Objectives</u>

6.1 The achievement of PDRs is linked to all corporate objectives and in particular in relation to becoming an efficient and effective Council.

7. <u>Risk Management</u>

7.1 Completion of PDRs for all staff is an integral part of the recovery programme.

Background Papers

Appendix 1 – Timetable for PDRs

Contact officer

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NOTE

(revised Feb 06)

AGENDA ITEM NO 7

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MONITORING BOARD

21st APRIL 2006

SICKNESS MONITORING REPORT.

Responsible Portfolio Holder	Councillor Mrs. M. A. Sherrey, J.P.
Responsible Head of Service	Michael Bell

1. <u>SUMMARY</u>

- 1.1 At the last PMB meeting a request was made for an analysis of sickness in relation to refuse and recycling operatives and how that had been affected by the introduction of wheeled bins.
- 1.2 This report provides members with that information.

2. <u>RECOMMENDATION</u>

2.1 Members are asked to note the report.

3. BACKGROUND

- 3.1 During the past 2 years considerable changes have been made to the refuse collection and recycling services with major modifications to systems, procedures and equipment being phased in over that period. In addition the workforce has increased to cope with the kerbside collection of recyclable materials.
- 3.2 During this period a record has been kept of sickness and absences and this is summarized below with the period of the changes covered.
- 3.3 Then record shows a slight improvement in the sickness record between the periods 2003/04 to 2005/06 however it is very difficult to draw any conclusions from this because of the phased process of the change.
- 3.4 In addition, although it is believed that there may be a reduction in sickness amongst refuse collection staff we are aware that injuries amongst recycling staff are increasing. This is primarily because this system still relies on the manual lifting of boxes and with some vehicles, the climbing of steps.
- 3.5 Also during this period the 4 day week was phased in for refuse and recycling staff which means that the analysis is covering a period when some staff were on 4 days and others on 5 thus distorting the figures.

- 3.6 At present it is difficult to draw any conclusions from the monitoring reports of sickness absence primarily due to the major changes that have affected the department over the past few years. We are now moving into a more stable environment which should settle the process down and allow a more vigorous and meaningful monitoring to take place.
- 3.7 In addition a new corporate absence monitoring programme is being introduced which should start to identify trends amongst absences and provide managers with a better management tool for this process.

	Waste Employees	Total Days Sick	Average per Employee	Available Days	Percentage Sickness
2003/04	42	747	17.78	10920	6.84%
2004/05	52	927	17.82	13520	6.86%
2005/06	66	978	14.81	17160	5.70%

Sickness Monitoring Refuse and Recycling Staff

4. <u>Financial Implications</u>

4.1 The financial implication result from the need to employ agency staff to cover for sickness absence, which can be considerable if not monitored and managed very carefully.

5. Legal Implications

5.1 There are no specific legal implications from this report.

Background Papers

None

Contact officer

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Agenda Item No 8

Bromsgrove District Council

Performance Management Board

<u>21st April 2006</u>

Responsible Member	Councillor W. R. Newnes
Responsible Officer	Deb Poole

Transfer of HPU calls to the Customer Service Centre

1.0 Summary

- 1.1 The purpose of this report is to inform the Performance Monitoring Board of;
 - 1.1.1 the proposed transfer of Bromsgrove HPU calls to the Customer Service Centre.
 - 1.1.2 the impact of such a transfer on the future use of the Burcot Room.

2.0 Recommendations

- 2.1 It is recommended that:
 - 2.1.1 the successful migration of HPU services in other areas be noted.
 - 2.1.2 the impact of such a transfer on the future use of the Burcot Room be noted.

3.0 Background

3.1 The Worcestershire Hub Programme was introduced in 2002 in partnership with the 6 local District Councils. The aims of the Hub focus on improving access to a wide range of public services – this includes providing clear ways of accessing services, focusing on the needs of customers, ensuring efficient and effective operations and dealing with enquiries at the first point of contact.

The Worcestershire Hub currently fund five CS Advisor posts at the Bromsgrove CSC. Given the small number of County Services currently delivered via the CSC this is a generous additional resource providing excellent value for money to Bromsgrove District.

3.2 Currently the Emergency Services, Elected Members and members of the public contact the relevant Highways Partnership Unit (HPU) directly and speak to a member of the HPU Team. Details of the enquiry are captured and either dealt with directly by the person taking the call or passed to another member of the HPU team.

4.0 Highways Contacts

4.1 The transfer of HPU calls to the Customer Service Centre will have no impact on Emergency Services, Elected Members and other professional bodies as they will continue to contact the HPU directly. The only potential difference will be revised Telephone Numbers for some members of the HPU following migration.

- 4.3 For contacts from members of the public it is intended to migrate enquiries to the Customer Service Centre for Highways in the same way as for other services, e.g. Blue Badge, Benefits, Refuse Collection, Recycling, Payments, Homelessness. This means that instead of contacting the relevant HPU, members of the public will contact the Customer Service Centre.
- 4.4 Since agreeing to transfer HPU contacts to the Worcestershire Hub, four areas have successfully migrated their services. These areas are: Malvern, Wychavon, Worcester and Wyre Forest. Prior to the transfer, a significant increase in the number of calls received by the CSC was anticipated. However, since the transfer, call volumes have been considerably lower than expected, approximately 40 per week, and have had limited impact on overall service delivery.
- 4.5 The transfer of calls to the CSC will result in the following improvements for our customers:
 - A consistent, customer focussed approach across all Districts.
 - Professional handling of customer enquiries.
 - Better sharing of information due to the linking of computer systems (eShop system to EXOR Highways System)

5.0 The Burcot Room

5.1 At the Worcestershire County Council Cabinet meeting of March 9th 2006 it was agreed that the Highways Service would be restructured into a centralised location. This decision will result in a review of the number of HPU's located within districts and as such will impact on the future use of the Burcot Room by the existing HPU.

6.0 Financial Implications

6.1 There are no financial implications in transferring HPU calls to the Customer Service Centre.

7.0 Legal Implications

7.1 None

8.0 Other Sub Headings

8.1 None

9.0 Background Papers

Worcestershire Hub and Highways report Worcestershire County Council Cabinet Minutes March 9th 2006

Contact Officer

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