



**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](http://www.bromsgrove.gov.uk/meetings)

MEMBERS: Councillors B. L. Fuller C.B.E. Q.S.F.M. (Chairman), P. M. McDonald (Vice-Chairman), G. N. Denaro, Mrs. J. Dyer M.B.E, C. B. Lanham, 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>	<u>Paragraph</u>
12	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 **MINUTES**

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:-

- (i) 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;
- (ii) 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**

- (i) 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;
- (ii) 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 wheelie-bin collection service;
- (iii) 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%;
- (v) 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

**EXTERNAL AUDITOR'S OPINION ON 2005/06 BEST VALUE PERFORMANCE PLAN**

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**

- (i) 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:-

- (i) 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**

**21<sup>ST</sup> 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. SUMMARY**

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

**2. RECOMMENDATION**

- 2.1 That Members consider the attached Recovery Plan update.

**3. BACKGROUND**

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

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

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

**4. Progress in March 2006**

- 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).

<b>Recovery Plan No.</b>	<b>Action</b>	<b>Commentary</b>
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 <sup>th</sup> 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.
2.6.3	Develop and agree opportunities for cross party working internally and externally. (Amber to Green).	More cross-party working on committees – external opportunities to be assessed as and when they arise.
2.7.4	Further Scrutiny Training. (Amber from March).	Further training following implementation of Scrutiny Review.
2.8.5	Recommendations on constitution to Cabinet & Council. (Green to Amber).	On target for majority of constitution. Scheme of Delegation and financial regulations delayed due to other work, i.e. budget. Timeline revised.
3.1.1	Develop Code of Conduct for senior elected members, SMT, HOS and Officers following peer mentors proposals. (Amber to Amber).	Problems setting peer mentoring dates. New dates being considered. Timeline extended.
3.1.4	Implement and cascade awareness of code of conduct on officer/member relationship. (Green to Amber).	Draft protocols produced within revised Constitution. Timeline extended for cascading through the organisation.
3.7.3	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).	Delayed. To be reprogrammed.
4.6.3	Competencies approved and trainer procured. (Amber to Amber).	Draft framework to be approved prior to procuring trainer.
4.6.4	Training of HOS's and Team Leaders. (Green to Amber).	Training to be implemented from June 2006.

## 5. **Financial Implications**

5.1 There are no direct financial implications.

## 6. **Legal Implications**

6.1 There are no direct legal implications.



**7. Corporate Objectives**

7.1 The Recovery Plan impacts on all corporate objectives.

**8. Risk Management**

8.1 None.

**9. Corporate Governance**

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

**Background Papers**

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

**Report Author**

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Tel (01527) 881412

<u>RECOVERY PLAN TIMETABLE</u>			April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September
G = Green, A = Amber, R = Red, Gr = Grey																				
	Expected outcomes	Lead person																		
																				Comments / Updates
<b>1 Ministers Heading - Financial Planning</b>																				
<b>1.1 Develop a sound and comprehensive 3 year strategic financial plan by April 05</b>			CDR																	
1.1.1	Establish a corp steering group to drive project successfully to completion	An improved understanding/ownership from members & budget holders of the budget process and the identification of key areas for priority spend in 2005/6- 2007/8	HoFS	G																Achieved
1.1.2	Consultation with stakeholders and cross party members to identify areas of focus		HoFS	G																Achieved
1.1.3	Submit to members for consideration and approval		HoFS	G																Achieved
<b>1.2 Provide timely and accurate financial information to all stakeholders</b>			CDR																	
1.2.1	Closure of accounts for 2003/4		HoFS	G	G															Achieved
1.2.2	Closure of accounts for 2004/5		HoFS		G	G	G													Achieved
1.2.3	Monitoring statements produced and distributed to budget holders and in report format to members	A better understanding of the financial position of the Council by officers & members. To help make decisions based on robust financial information. To have a break even outturn for 2005/06or to have identified key areas to reallocate resources to improve Council Services	HoFS				G	G	G	G	G	G	G							Achieved
1.2.4	Review current system capabilities & content for accuracy/completeness/compliance		HoFS	Gr	G	G	G	G	G	G	G	G								Achieved







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	Expected outcomes	Lead person																		Comments / Updates	
1.3.4	Prepare financial training and development programme for members	HoFS					G	G	A	G	G	G	G	G							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						G	A	G	G	G	G	G							Training of Members delivered November 05. Ongoing for the future.
1.3.6	Identify budget holders / line managers responsible within departments	HoFS	G	G	G	G	G	G	G	G	G	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	G	G	G	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Ongoing training on Agresso - financial training addressed in the corporate training directory.
1.3.8	Prepare financial training and development programme for officers	HoFS						G	A	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Ongoing training on Agresso - financial training addressed in the corporate training directory.







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	<b>Expected outcomes</b>	<b>Lead person</b>																		
1.4.8	Review Capital Strategy	Efficient and effective use of resources	CDR, HoFS, HoS				G	G	G											Comments / Updates
1.4.9	Review Asset Management Plan	Efficient and effective use of resources	CDR, HoFS, HoS				G	G	G											Achieved
1.5	<b>Develop an effective system of internal control for BDC</b>		<b>CDR</b>																	
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 OMT and presented to Members in August. Monitoring reports are distributed on a monthly basis to heads of service and budget holders and quarterly to Members.
1.5.3	Training/briefings to managers on system of internal control		HoFS / PA					G	G	G	G									
1.5.4	Continual review system of internal control - int op & control / ext audit reports		HoFS / PA									A	A	A	Gr	Gr	Gr	Gr	Gr	Ongoing
1.6	<b>Develop internal audit service that meets the requirements of external assessors and complies with legislative guidance and direction</b>		<b>CDR</b>																	
1.6.1	Research good practice & modern techniques learning from excellent councils	Improved internal audit	HoFS / PA	G																Completed

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

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	<b>Expected outcomes</b>	<b>Lead person</b>																		
																				<b>Comments / Updates</b>
1.6.15	Develop standard audit practices, procedures, working papers, files, reports and report mechanisms	Standardised audit procedures in place	HoFS / PA	G	G	G	G	G	G	G	G	G	G	G						Completed.
1.6.16	Develop individual audit testing programs	Standard testing programmes for all audits	HoFS / PA	G	G	G	G	G	G	G	G									Completed.
1.6.17	Introduction of a monitoring system to collate the Local Code of Corporate Governance data	Updated LCCG and prepared statement of Ass'ce	HoFS / PA			G	G	G	G	G										Completed.
1.6.18	Identify staff training needs and put in place arrangements for new practices & procedures	Audit team fully trained in new practices	HoFS / PA					G	G	G	G	G	G	G						
1.6.19	Audit universe risk analysis to collate the 2006/07 Audit Plan	Approved Audit plan 2006/07	HoFS / PA									G	G	G						Completed.
1.6.20	Market Internal Audit by introducing audit quality questionnaires, leaflets, newsletters etc	Improved perception/communication of/with IA	HoFS / PA					G	G	G	G	G	G	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						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	Gr	Apr06-Mar07
1.6.23	Audit universe risk analysis to collate the 2007/08 Audit Plan	Approval of the 2007/08 Audit Plan	HoFS / PA												Gr	Gr	Gr	Gr	Gr	Jan07-Mar07
1.7	<b>Provide an efficient, effective &amp; quality revenues &amp; benefits service that performs in upper quartile parameters</b>		<b>CDR</b>																	
1.7.1	Appointment of Principal Benefits Officer	Improve the benefits service	HoFS / RM	G	G	G	G													Completed
1.7.2	Debt recovery of overpaid HB	Improvement to the collection rate	HoFS / RM					G	G	G	G	G	G	G	Gr					Ongoing.
1.7.3	Consider further bids to the DWP performance fund	To make funding available to appoint project managers to drive the schemes forward	HoFS / RM				G	G	G	G	G									No further bids may be made at this time and for the foreseeable future - the Fund is closed.
1.7.5	Review and integrate processes for Revs & Bens(inc review of structure)	Improved R&B service	HoFS / RM	G	G	G	G	G	G	G										Achieved.

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	<b>Expected outcomes</b>	<b>Lead person</b>																			<b>Comments / Updates</b>
1.7.6	Consider options for County 'Shared Service' approach	To achieve an effective R&B service	HoFS / RM	G	G	G	G	G	G	G	G	G	G	G							Ongoing
1.7.7	Internal BFI Self Assessment-identify areas not undertaken inc in proj plan	To achieve an effective Benefits service	HoFS / RM	G	G	G	G	G													Completed
1.7.8	Identify beacon council or excellent one to assist us with recovery (benefits)	To achieve an effective Benefits service	HoFS / RM	G	G																Blackpool gave onsite assistance with BFI Standards and recovery plan - last contact May 2005.
1.7.9	Undertake DWP Performance Standard Self Ass't	To achieve an effective Benefits service	HoFS / RM	G																	Completed
1.7.10	Benchmark areas for improvement in Revs against excellent councils (Man consort of Ccls)	To achieve an effective Benefits service	HoFS / RM	G	G	G															Completed
1.7.11	Manage & analyse workload to identify trends / patterns	Improved claims administration	HoFS / RM				G	G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	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	G	G	G											
1.7.14	Increase communication with Landlords	Improved working relations / claims admin	HoFS / RM						G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Jun-06	Ongoing.
1.7.15	Quality checking of work undertaken by staff	Improved performance & training analysis	HoFS / RM	G	G	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Jun-06	Ongoing.
1.7.16	Managing Debt	Improved recovery rates and methods of recovery	HoFS / RM	G	G	G	G	G	G	G	G	G	G	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	G	Gr	Gr	Gr	Gr	Gr	Jun-06	Ongoing.
1.7.18	Internal/external fraud awareness	Security of administration	HoFS / RM						G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Jun-06	Ongoing.
1.7.19	Fraud Risk Profiling	Security of administration	HoFS / RM						G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Jun-06	Awaiting bid re fraud profiling
1.7.20	Action on fraud referrals	Security of administration	HoFS / RM					G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Jun-06	Ongoing.
1.7.21	LA Fraud Policy	Security of administration	HoFS / RM						G	G	G	G									
1.7.22	Encourage Benefit take up	Improved user focus	HoFS / RM						A	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Ongoing	Review as part of BFI report

<u>RECOVERY PLAN TIMETABLE</u>			April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	
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	<b>Expected outcomes</b>	<b>Lead person</b>																			<b>Comments / Updates</b>
1.7.23	Full & regular review of service by customers / prompt notification of decisions to claimants	Customer service accessibility						A	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Ongoing	Customer survey not yet actioned - prompt notification is improving.
1.7.24	Dealing with enquiries - customer information / internal targets	Customer service accessibility						A	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Sep-06	Ongoing.
1.7.25	Set and monitoring of partnership working	Improved partnership working				G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Jun-06	Ongoing.
1.7.26	Handling of appeals and appeal outcomes	Improved administration				G	G														
1.7.27	Managing the benefits service	Improved Strategic Management			G	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Apr-06	Ongoing.
1.7.28	Monitoring of PI targets and performance measures	Improved Strategic Management				G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Apr-06	Ongoing.
1.7.29	Providing for a skilled and competent workforce	Improved Strategic Management			A	A	A	G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Apr-07	Ongoing.
1.7.30	Achieving Value for money	Improved Strategic Management						A	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Apr-06	Ongoing.
1.7.31	Internal control mechanism	Security of administration				A	A	R	G	G	G										Under review as part of corporate Internal control review.
1.7.32	Implementation of agreed recommendations from Internal / External Audit	Security of administration				A	A	R	G	G	G										Review as part of BFI report.
1.7.33	CT/NDR -Introduce targets for supply of info across organisation	Improved performance and standard of service													Gr	Gr	Gr	Gr	Gr	Mar-07	
1.7.34	CT/NDR-Obtain efficiency savings through utilisation of automation	Improved performance and standard of service													Gr	Gr	Gr	Gr	Gr	Mar-07	
1.7.35	CT/NDR-Implementation and compliance with Value bill e-govt project	Improved performance and standard of service	G	G	G	G	G	G	G	G	G	G	G	G	Gr	Gr					
1.7.36	CT/NDR - Enhance quality and clarity of notifications	Improved performance and standard of service			G	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Dec-06	
1.7.37	CT/NDR-Develop billing functions to ensure continued compliance with national e-govt standard	Improved performance and standard of service						G	G	G	G	G	G	G							
1.7.38	Payments - Achieve savings through full use of automated process for DD recalls and amendments	Improved performance and standard of service							G	G	G	G	G	G	Gr						



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	<b>Expected outcomes</b>	<b>Lead person</b>																			<b>Comments / Updates</b>	
1.7.51	Produce a procedure reference manual to enable officers to act in a uniform manner	Improved performance and standard of service	HoFS / RM			A	A	R	A	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Nov-06	Procedural & process toolkit purchased and will be implemented in November.
1.7.52	Develop system to enable remote access to data	Improved performance and standard of service	HoFS / RM		A	A	A	R	A	A	A	A	A	A	Gr	Gr	Gr	Gr	Gr	Gr	Mar-07	Develop and research in January. Linked to IT infrastructure.
1.7.53	Improve procedures for selecting cases for visits and quality of information obtained	Improved performance and standard of service	HoFS / RM							G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Mar-07	
1.7.54	Quality/Perf/Training - Quality checks to identify staff training needs	Improved performance and standard of service	HoFS / RM					R	A	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Mar-07	Action as part of DWP funded projects.
1.7.55	Quality/Perf/Training - Process for monitoring perf'ce of contractors for outsourced functions	Improved performance and standard of service	HoFS / RM					G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr	Mar-07	External bailiff monitored.
<b>2 Ministers Heading - Strategic Leadership</b>																						
2.1	<b>Develop &amp; agree a 3 year corporate plan</b>	<b>CEO &amp; LEADER</b>																				
2.1.1	Political objectives established	CEO & LEADER																				Achieved
2.1.2	Report to Cabinet re: Political Objectives	CEO & LEADER																				Achieved
2.1.3	Review consultation feedback from Community Plan re: Corp Plan	CEO & LEADER																				Achieved
2.1.4	Political objectives integrated into 3 Yr Fin Plan & Budget process	CEO & LEADER						G	G	G	G	G	G	G								Achieved. Further work to be undertaken during summer as part of budget review.

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	<b>Expected outcomes</b>	<b>Lead person</b>																			<b>Comments / Updates</b>
2.1.5	Corporate Plan agreed by Council	CEO & LEADER																			Achieved
2.1.6	Corporate Plan Published	CEO & LEADER																			Achieved
2.1.7	Agreement to Priorities & non-priorities	CEO & LEADER							G	G	G	G									Agreed. Feed info into budget.
2.1.8	Review and revise corporate plan	CEO & LEADER										G	G	G							Made SMART. Fur
2.1.9	Draft Service Plans for 2006/7 and link to budget process and members	CEO & LEADER							A	G	G	G				Gr	Gr	Gr	Gr	Gr	Plans updated to PMB.
<b>2.2</b>	<b>Develop and agree revised vision and core values for BDC</b>	<b>CEO &amp; LEADER</b>																			
2.2.1	Establish small working group to lead work	CEO & LEADER																			Achieved
2.2.2	Review existing vision and Core Values	CEO & LEADER																			Achieved
2.2.3	Consultation across Council on proposed new vision & core values	CEO & LEADER																			Achieved
2.2.4	Revised Vision & Core Values approved by Cabinet & Council.	CEO & LEADER																			Achieved
2.2.5	Revised Vision & Core Values consolidated into Corp Plan & publicised	CEO & LEADER																			Achieved
2.2.6	Communicate to all staff and Members	CEO & LEADER																			Achieved
<b>2.3</b>	<b>Develop a more effective and efficient contribution to partnership working within local strategic partnership</b>	<b>CEO</b>																			
2.3.1	Attend Seminar on Community Planning	CEO,CDS,Chair of LSP & Policy Offr									G										Various already attended.
2.3.2	Community Planning process reviewed						G														Achieved
2.3.3	Assess development need of LSP Membership		G	G	G	G	G														Achieved
2.3.4	Research good practice from other good or excellent CPA LA's	Policy/Ptrship Offr					G	G	G	G	G	G	G	G							"Swindon" approach to be used.



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	<b>Expected outcomes</b>	<b>Lead person</b>																			
2.3.5	Structure of LSP reviewed & terms of ref & protocol agreed	CEO/ACE/LS P												G						Comments / Updates	
2.3.6	Research external funding opportunities	Policy Offr												G							As and when appropriate.
2.4	<b>Introduce member developm't programme to support political and community leadership roles</b>	<b>CEO &amp; LEADER</b>																			
2.4.1	Agree a statement of intent	CEO, Leader of Council,																			Completed
2.4.2	Mentoring programme for lead members of political groups	Head of L&D,	G	G	G	G	G	G	G	G	G	G	G	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	<b>Introduce a programme of member development</b>	<b>CEO &amp; LEADER</b>																			
2.5.1	Identification of training needs	CEO, Leader of Council,	G	G	G																Completed
2.5.2	Introduce Member Development Strategy	Head of L&D,				G															Completed
2.5.3	Explore opportunities for common training delivery with nearby Councils	Head of HR & OD, Group Leaders																			Meeting has taken 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.
									G	G	G	G	G	G	Gr	Gr	Gr	Gr	Gr	Ongoing	







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	<b>Expected outcomes</b>	<b>Lead person</b>																		
3.1.1	Develop Code of Conduct for senior elected members, SMT & HOS & Officers following peer mentors proposals	Improved working relationships	CEO										A	A	A					
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												
3.1.3	Procure & deliver top team training		HoHR/OD					G	G	G	A	G	G	G	Gr	Gr	Gr	Gr	Gr	Gr
3.1.4	Imp & cascade awareness of code of conduct on officer/member relationship		CEO						G	G	G	G	A	A	Gr	Gr	Gr			
3.2	<b>Develop an effective HR strategy and workforce plan</b>		<b>CDR</b>																	
3.2.1	Implement an appropriate HR Strategy	Right people, right place, right skills	HoHR/OD				G	G	G	G	R	G	A	G						
3.2.2	Develop effective workforce plans		HoHR/OD										G	G	G	Gr	Gr	Gr	Gr	Gr













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







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

**21<sup>ST</sup> April 2006**

**USE OF RESOURCES**

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

**1. SUMMARY**

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

**2. RECOMMENDATION**

- 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

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**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**19<sup>TH</sup> APRIL 2006**

**HUMAN RESOURCES STRATEGY**

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

**1. SUMMARY**

- 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. RECOMMENDATION**

- 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 2006-2008

**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.”<sup>1</sup> 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. Financial Implications**

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<sup>1</sup> 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. Legal Implications**

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

**6. Corporate Objectives**

- 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. Risk Management**

- 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. Other Sub Headings**

- 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](http://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  
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INVESTOR IN PEOPLE

## **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 31<sup>st</sup> 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 through 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 decision-making 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 31<sup>st</sup> 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 <sup>st</sup> 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 (1<sup>st</sup> April 2007 – 31<sup>st</sup> 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. SUMMARY**

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

**2. RECOMMENDATION**

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).

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.

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

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 30<sup>th</sup> 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. Corporate Objectives**

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. Risk Management**

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)

**BROMSGROVE DISTRICT COUNCIL**  
**PERFORMANCE MONITORING BOARD**

**21<sup>st</sup> APRIL 2006**

**SICKNESS MONITORING REPORT.**

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

**1. SUMMARY**

- 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. RECOMMENDATION**

- 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.

#### Sickness Monitoring Refuse and Recycling Staff

	Waste Employees	Total Sick Days	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%

#### **4. Financial Implications**

- 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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**Bromsgrove District Council**

**Performance Management Board**

**21<sup>st</sup> April 2006**

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 9<sup>th</sup> 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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