



## **BROMSGROVE DISTRICT COUNCIL**

### **PERFORMANCE MANAGEMENT BOARD**

FRIDAY, 14TH JULY 2006  
AT 2.00 P.M.

COMMITTEE ROOM, THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE

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

### **AGENDA**

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

1. To receive apologies for absence
2. To confirm the Minutes of the Meeting of the Board held on 16th June 2006 (attached)
3. Customer Service Centre Performance (attached)
4. Report on Legal Services Outcomes (attached)
5. Improvement Plan (to be circulated at the Meeting)
6. Council Results 2005/2006 (attached)
7. Service Business Plan Review (attached)

K. DICKS  
Acting Chief Executive

The Council House  
Burcot Lane  
BROMSGROVE  
Worcestershire  
B60 1AA

5th July 2006

# **BROMSGROVE DISTRICT COUNCIL**

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

Friday, 16th June 2006, at 2.00 p.m.

PRESENT: Councillors Mrs. J. Dyer M.B.E. (Chairman), P. M. McDonald (Vice-Chairman), Mrs. S. J. Baxter, A. N. Blagg, Miss D. H. Campbell JP, Mrs. J. D. Luck and J. A. Ruck

### 12/06 **MINUTES**

The Minutes of the Meeting of the Board held on the 19th May 2006, were submitted. With regard to Minute No. 8/06 (Top Key Indicators for 2005/06), the Group concurred with a suggestion that it had been agreed at the last meeting to formally minute the absence, for the second consecutive report, of "Comments" and "Planned Actions" from a number of Indicators under the remit of the Head of Culture & Community Services, and request that the information be included within the next Key Indicators Report.

It was also noted that, following his comments made at the last meeting when the Acting Chief Executive indicated that he would investigate the possibility of implementing a mobile phone protocol, it had subsequently been confirmed that such a policy was already in place (July 2003), and that, accordingly, the appropriate officer(s) should be alerted to this earlier document prior to any possible update. Whereupon it was

**RESOLVED** that, subject to the comments referred to above, the Minutes be approved and confirmed as a correct record.

### 13/06 **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 May to August 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 Assistant Chief Executive responded appropriately.

**RESOLVED** that the Recovery Plan Update May 2006, be noted.

### 14/06 **PROJECT MANAGEMENT FRAMEWORK**

A report which detailed the approach to improving the delivery of projects throughout the Council, was submitted. The framework of the Report was based on a "lite" version of recognised project management methodologies which have been adapted to fit the needs of the Council.

**RESOLVED:**

- (1) that Internal Audit be requested to include a short piece of work in next year's Audit Plan exploring Compliance within the framework; and
- (2) that, in all other respects, the Report be approved and adopted.

### 15/06 **LEGAL SERVICES DEPARTMENT**

Following a suggestion made at a previous meeting, a report setting out the names, contact details, and a brief overview of the duties and responsibilities of the recently extended Legal Services Department of the Council, was submitted. However, a number of Members wanted to know what outcomes were to be achieved through the new appointments, and, accordingly, it was

**RESOLVED** that consideration of the Report be deferred until the next meeting of the Board, and that the Head of Legal Services be invited to attend such meeting to answer any questions from Members with an updated report that details targets and outcomes to be achieved through the appointments.

16/06 **REVIEW OF BUSINESS/SERVICE PLANNING PROCESS**

The Assistant Chief Executive submitted a report on proposals to review the Council's business planning process.

**RESOLVED** that the Board endorse the proposed changes to the 2006/2007 business planning process and ask the Assistant Chief Executive and Heads of Service to develop the 2007/2008 process along the lines outlined in the report.

17/06 **ATTENDANCES AT LOCAL STRATEGIC PARTNERSHIP BOARD MEETINGS**

Following an earlier request from the Board, a report was submitted on the attendances at Local Strategic Board meetings over a twelve month period, from April 2005 to May 2006. The LSP Board has now been re-focused, with only eight attendees. It has also scheduled four priorities; that is Longbridge, Bromsgrove Town Centre, Affordable Housing, and the Local Area Agreement targets.

**RESOLVED** that the various recommendations as set out in the report be noted.

18/06 **FUTURE SPOTLIGHT MEETINGS**

Consideration was given to the report of the Assistant Chief Executive which gave an update on Community Spotlight meetings, together with a proposed way forward, and it was

**RESOLVED** that the following recommendations be commended to the Executive Cabinet:-

- (1) that future scheduled Spotlight meetings be suspended;
- (2) that the Council lends its support for a sustainable PACT process;
- (3) that one stakeholder meeting per annum, under the umbrella of the Local Strategic Partnership, should be established; and
- (4) that, in an effort to support a sustainable Parish planning process, when Parish issues are considered, a Parish Council representative should be invited to sit on the Panel.

19/06 **FRAUD AND INVESTIGATION TEAM SERVICE BUSINESS PLAN (REVENUES AND BENEFITS SECTION) 2006/2007**

Members were reminded that the Department for Work and Pensions Performance Plan requires Council Fraud Teams to have a separate Performance Plan, and, accordingly, the third Business Plan created for that Section was again submitted for consideration, following the deferment made at the April Board meeting to include costings and Best Value Indicators (Minute No.39/05 refers).

**RESOLVED** that the Report be noted.

20/06 **LEIGH BUTLER, REVENUES AND BENEFITS MANAGER**

Members were advised that Leigh Butler, Revenues and Benefits Manager, was shortly to leave the Council to take up a post at Waveney District Council, and it was

**RESOLVED** that the thanks of the Members be conveyed to Mr. Butler for all his hard work under challenging circumstances within the Section, and conveyed their best wishes for his future career.

The Meeting closed at 3.20 p.m.

Chairman

**Bromsgrove District Council**  
**Performance Management Board**  
**July 2006**

Responsible Portfolio Holder	Cllr Brian Fuller
Responsible Officer	Deb Poole

**Customer Service Centre Performance**

**1.0 Summary**

- 1.1 The purpose of this report is to inform the Performance Monitoring Board of;
  - 1.1.1 the current performance of the telephony service provided by the Customer Service Centre (CSC).
  - 1.1.2 the actions planned to provide realistic, sustainable improvements in telephony performance.

**2.0 Recommendations**

- 2.1 It is recommended that:
  - 2.1.1 the Customer Service Centre Performance Report for May 2006 be noted.
  - 2.1.2 the planned actions for improving telephony performance 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 four Customer Service Advisor (CSA) posts at the Bromsgrove CSC. Given the small number of County Services currently delivered via the CSC this is a useful additional resource providing value for money to Bromsgrove District.

- 3.2 Members of the public receive services from the CSC either in person or via the telephone. There are currently seven CSA's allocated to telephone enquiries. Details of enquiries are captured on the e-shop Customer Relationship Management system and either dealt with directly by the person taking the enquiry or passed to another member of staff in the back office.

## **4.0 Performance**

- 4.1 Feedback from members of the public about the quality of face to face services provided at the CSC is very positive. Face to face transactions are proving successful and customers feel they are receiving high quality services from the CSA's. Performance indicators show that the CSC is very close to meeting its targets for face to face transactions.
- 4.3 Telephony services provided by the Hub are currently operating below measured performance levels. Please see Customer Service Centre Performance Report for May 2006 attached. The CSC took 13,548 telephone calls during May 2006. These calls were handled by a team of approximately seven CSA's.

## **5.0 Planned Actions**

- 5.1 The following actions are being implemented to provide realistic, sustainable improvements to the telephony service at the CSC:
- Installation of live wall board for telephony team to enable them to have visual representation of performance and become more involved in management of call numbers
  - Review staff rotas to maximise capacity to meet peaks in demand
  - Submission of a business case to the Worcestershire Hub for 2 additional CSC staff
  - Review of agreed Hub performance indicators – are we measuring the right things?
  - Introduction of standardised call answering protocol to ensure all of the CSC team handle calls in the same way
  - A more hands on style of management to ensure the team are mobilised, if necessary, to meet call surges.
  - Development of the quick query queue approach to minimise down time of the telephony team.
  - Moving the administrative responsibilities of monitoring the queue to front of house team to be undertaken at quieter periods
  - Working with back office services to minimise dramatic surges in demand. This activity focuses on improving communication between the CSC and back office services and the development of Resource Level Agreements to clearly define service delivery roles and responsibilities
  - Development of a corporate calendar to record the customer contact activity of back offices so that a planned approach can be made by the CSC in matching resource to expected peaks in demand.
  - Implementation of Automated Telephone Payments system

## **6.0 Financial Implications**

6.1 There are no financial implications for Bromsgrove District Council.

## **7.0 Legal Implications**

7.1 None

## **8.0 Other Sub Headings**

8.1 None

## **9.0 Background Papers**

Customer Service Centre Performance Report for May 2006

### **Contact Officer**

Name: Deb Poole – Head of eGovernment & Customer Services

Email: [d.poole@bromsgrove.gov.uk](mailto:d.poole@bromsgrove.gov.uk)

Tel: 01527 881256



# Bromsgrove District Customer Service Centre Performance Report

May 2006

Written By Roger Horton

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## 1.0 CONTACT CENTRE TELEPHONE SERVICE PERFORMANCE REPORT – SUMMARY

Key Performance Indicator (KPI)	Target	May	Trend	Refer to page
<b>Overall Performance</b>				
Monthly Call Volumes Customer Contact Centre	<b>N/A</b>	13548	↑	6
Monthly Call Volume Council Switchboard	<b>N/A</b>	10795	-	
Resolution at First Point of Contact all services	80% or more customer requests will be resolved at first point of contact.	76.58%	↓	7
Resolution at First Point of Contact Telephone	80% or more customer requests will be resolved at first point of contact.	76.76%	↓	
Resolution at First Point of Contact Face to Face	80% or more customer requests will be resolved at first point of contact.	76.99%	↓	
Customer Satisfaction Rating	<b>N/A</b>	-	-	12
Telephone Service Factor (monthly target)	<b>80%</b> or more of total calls for month answered within 15 seconds	32.98%	↑	8
Telephone Service Level (% of days in month TSF met)	Daily TSF target <b>90%</b> or more of days in month	36%	↑	9
Average Speed of Answer	An average speed of answer of <b>15 seconds</b> or less	71	↓	10
% of Calls Answered	<b>95%</b> or more of calls entering queue are answered	72.2%	↑	11
Finance - Number of transactions face to face (cashier)	<b>N/A</b>	3068	↑	
Finance - Number of transactions by telephone taken by CSA	<b>N/A</b>	376	↓	
Finance - Number of transactions by internet	<b>N/A</b>	161	↑	
Finance - Number of transactions by Automated Telephone Payments	<b>N/A</b>	0		

## 2.0 ANALYSIS OF SERVICE REQUESTS

Resolution at first point of contact - by Service area				
Group	Service Requests	Percentage Resolved	Trend	Refer to page
		May		
Concessionary Fares	539	99.89%	↓	-
Housing Benefit – Current Claim	467	82.44%	↓	-
Council Tax – Existing Accounts	409	78.97%	↓	-
Car Park Permits	332	99.7%	↓	-
Council Tax – General enquiries	276	97.1%	↓	-

May'06 Top 10 Service Requests Logged – Overall		
	Call Type	Quantity
1	Concessionary Fares	539
2	Housing Benefit – Current Claim	467
3	Council Tax – Existing Accounts	409
4	Car Park Permits	332
5	Council Tax – General enquiries	276
6	Waste Collection - Missed Collections	267
7	Planning Call Transfers	243
8	Waste Collection – Missed/Lost/Damaged bins	196
9	Blue Badge Applications	175
10	Council Tax - Payments	159

### COMMENTS

Concessionary fares down by 36% on previous month expected as the initial surge in demand for this service reduces

Housing Benefit Current Claims down 64% on previous month trend expected as per Benefit work programme.

Council Tax existing accounts down by 47% on previous month trend expected as no recovery action during this month

Car Park Permits down by 42% on previous month trend expected as impact of new charges effective from 1<sup>st</sup> may is felt and applications peaking in April to beat the charge.

Council Tax general enquiries up by 75% on previous month this change is still under investigation although it is felt that this is due to a change in the service tree structure impacting on how requests are recorded.

### **3.0 KEY EVENTS & COMMENTARY**

The following key events and factors influenced call volumes and KPI (Key Performance Indicators) results for May.

#### **Key Events**

1 day sickness was lost during this period.

21 days Annual leave taken

29 days was allocated to staff training during this month. Training included corporate compulsory Customer Service Training and selected Benefits and Armed Hold up training for CSA team.

The main Council switchboard service was transferred over to the Customer Service Centre with effect from 2<sup>nd</sup> May

The Council went live with VOIP telephony system with effect from 23<sup>rd</sup> May

New charging structure for Car Parks permits effective from 1<sup>st</sup> May

22<sup>nd</sup> May loss of phones, e-shop and e-mail for 75% of day due to technical problems

#### **Commentary**

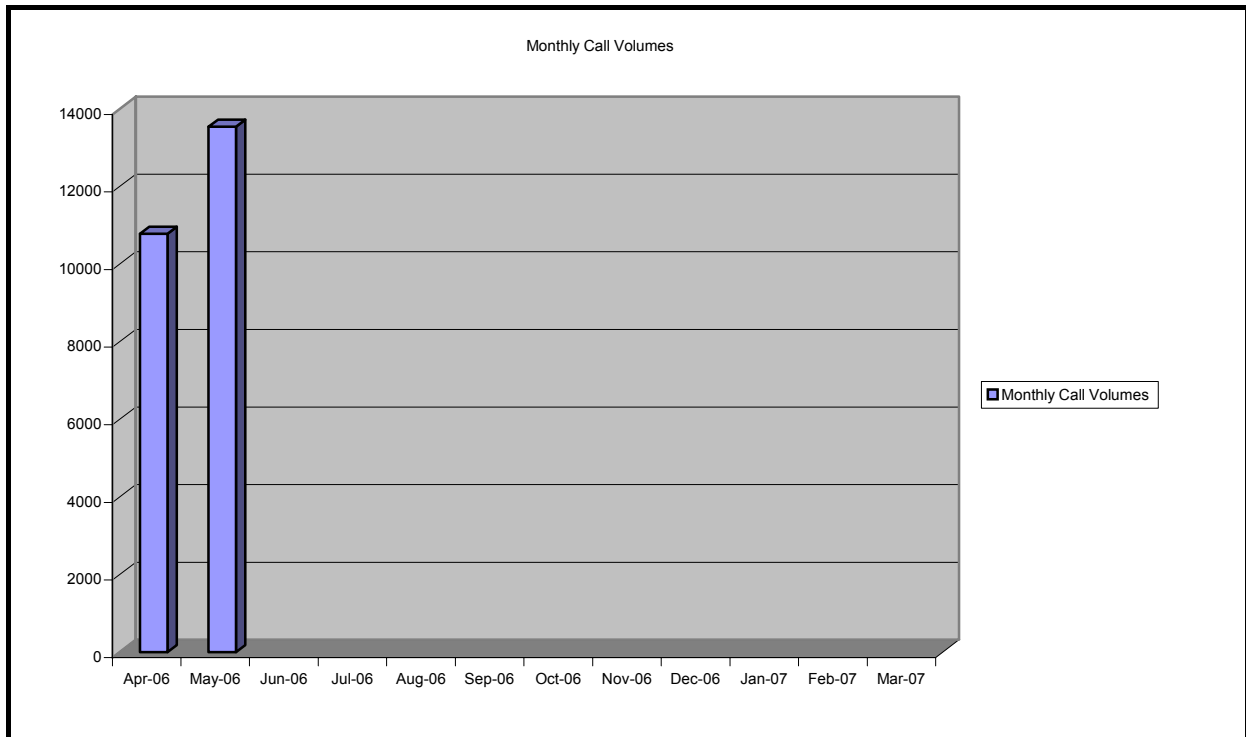
Operationally a difficult month with factors such as staff training, taking on the Council switchboard service and introduction of a new telephone operating platform for the council impacting on service delivery.

Total telephone call volume up by 26% on previous month and is the highest call volume since June 2005. Telephony performance is still the major concern this month; however some improvement has been seen over the previous month. An improvement action plan has been implemented part way through this month but it is too early to see significant change

Good progress is being made with resolving service requests at first pint of contact with performance by telephone and face to face at around 77% and nearing the 80% target

**4.0 TREND ANALYSIS**  
**4.1 MONTHLY CALL VOLUMES**

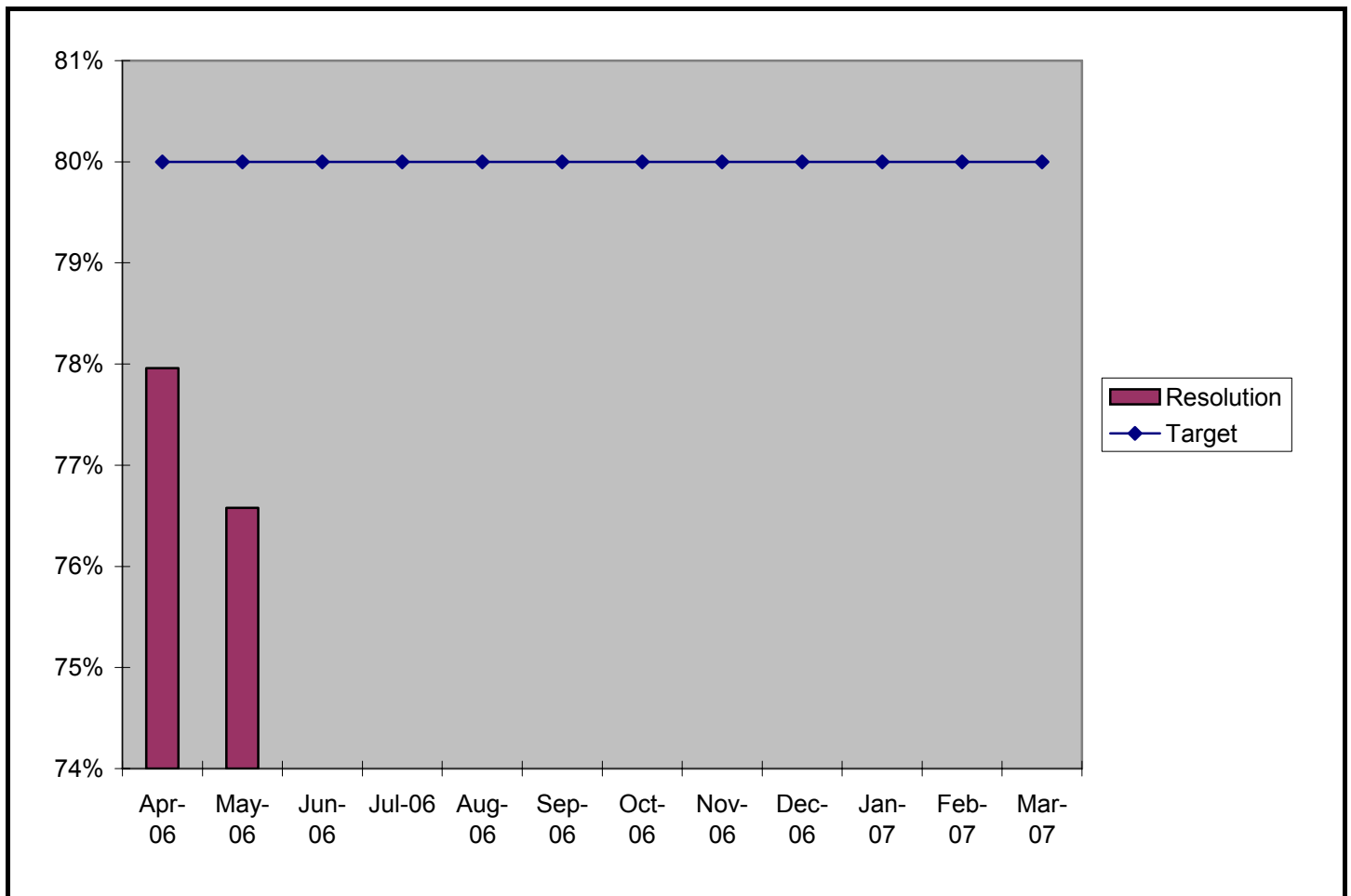
Total calls offered for May were



06/07		<b>TREND ANALYSIS:</b> 26% up in previous month
Apr	10784	
May	13548	
Jun		
Jul		
Oct		
Nov		
Dec		
Jan		
Feb		
Mar		

## 4.2 CALLS RESOLVED AT FIRST POINT OF CONTACT

**KPI:** 80% or more of service requests are resolved entirely within the Contact Centre.

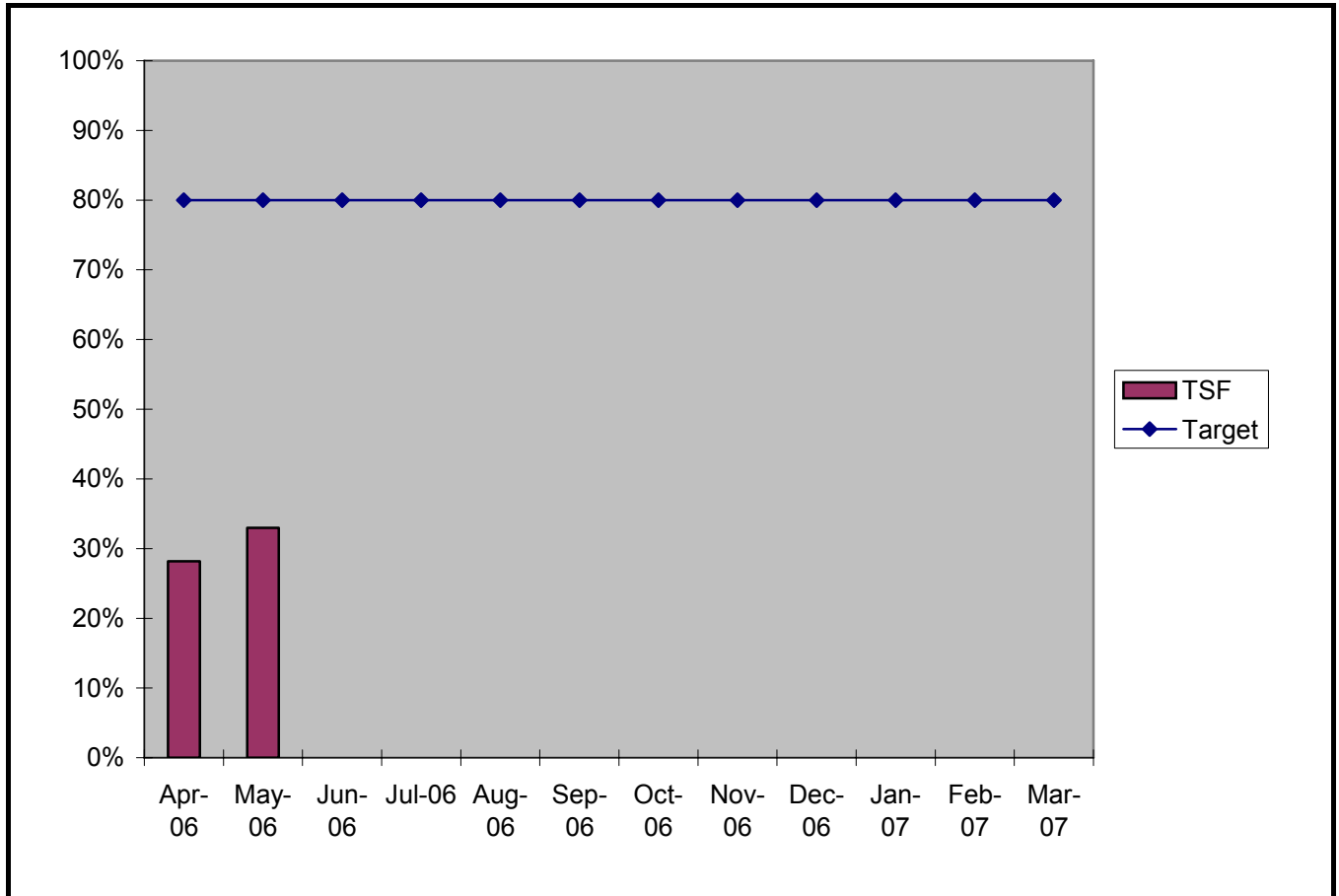


	06/07	<b>TREND ANALYSIS:</b>
Apr	77.96%	1.38% down on previous month
May	76.58%	
Jun		
July		
Aug		
Sep		
Oct		
Nov		
Dec		
Jan		
Feb		
Mar		

### 4.3 TELEPHONE SERVICE FACTOR

#### TELEPHONE SERVICE FACTOR - MONTHLY TARGET

**KPI:** 80% of total calls for the month will be answered within 15 seconds.



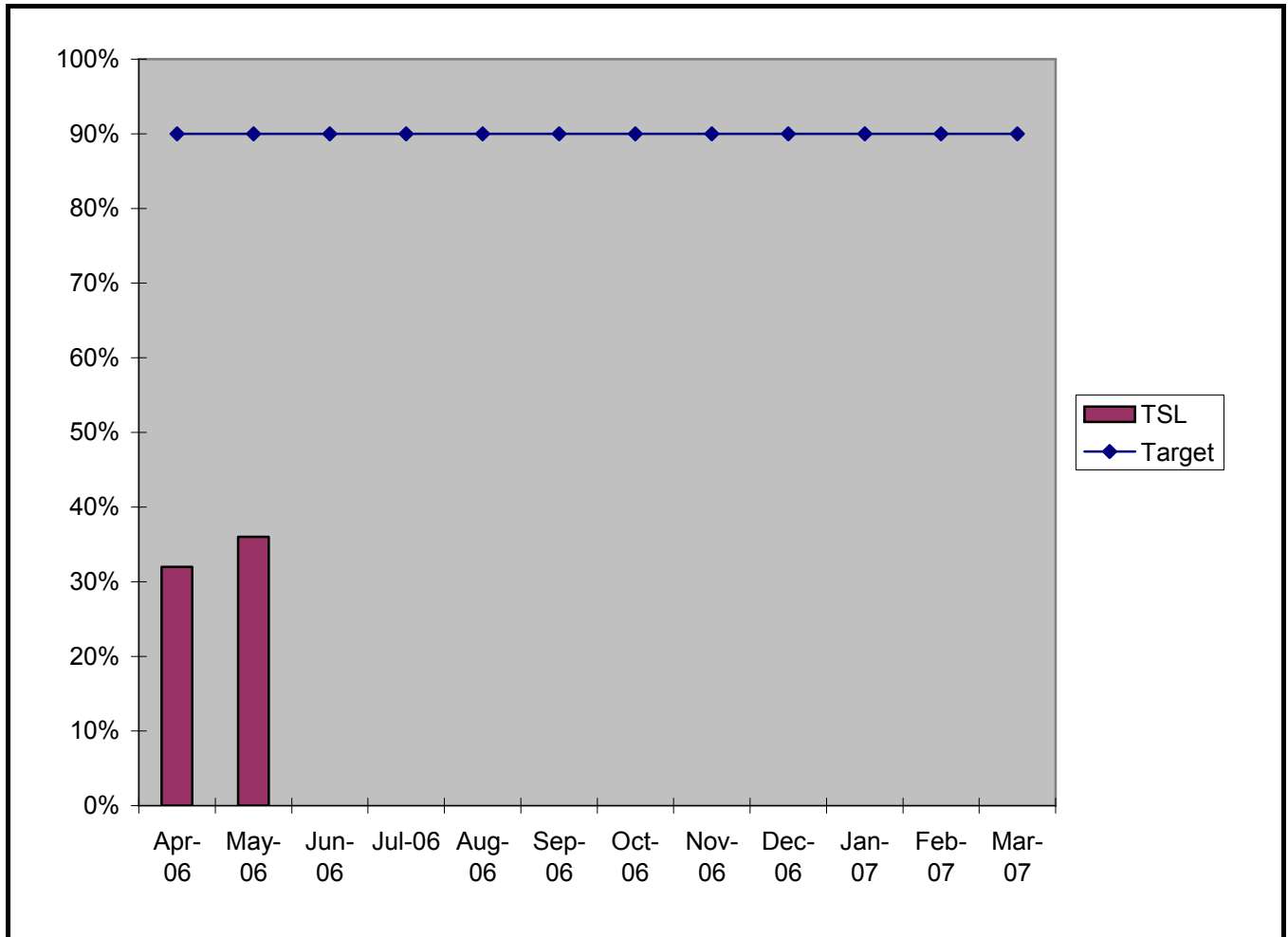
	06/07
Apr	28.2%
May	32.98%
Jun	
July	
Aug	
Sep	
Oct	
Nov	
Dec	
Jan	
Feb	
Mar	

**TREND ANALYSIS:**

4.78% up on previous month showing some improvement

#### 4.4 TELEPHONE SERVICE LEVEL – PERCENTAGE DAYS MET IN MONTH

KPI - the daily target (of 80% of calls answered within 15 seconds) will be achieved on 90% of days in the month.



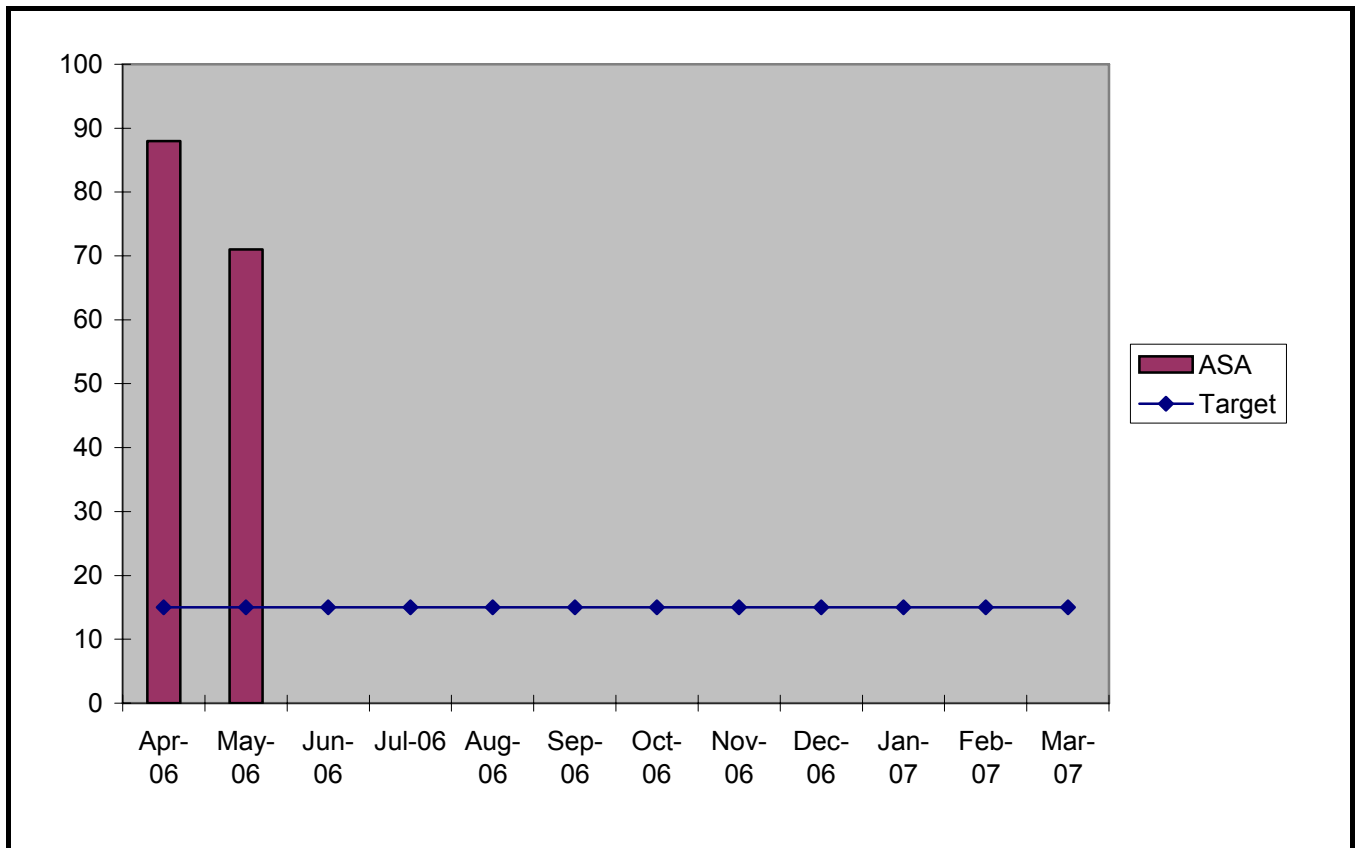
	06/07
Apr	32%
May	36%
Jun	
Jul	
Aug	
Sep	
Oct	
Nov	
Dec	
Jan	
Feb	
March	

**TREND ANALYSIS:**

Up 4% on previous month

#### 4.5 AVERAGE SPEED OF ANSWER

*KPI over the total month, the average time that a customer waits in the Contact Centre queue before being answered, will be less than 15 seconds.*



	06/07
Apr	88
May	71
Jun	
Jul	
Aug	
Sep	
Oct	
Nov	
Dec	
Jan	
Feb	
Mar	

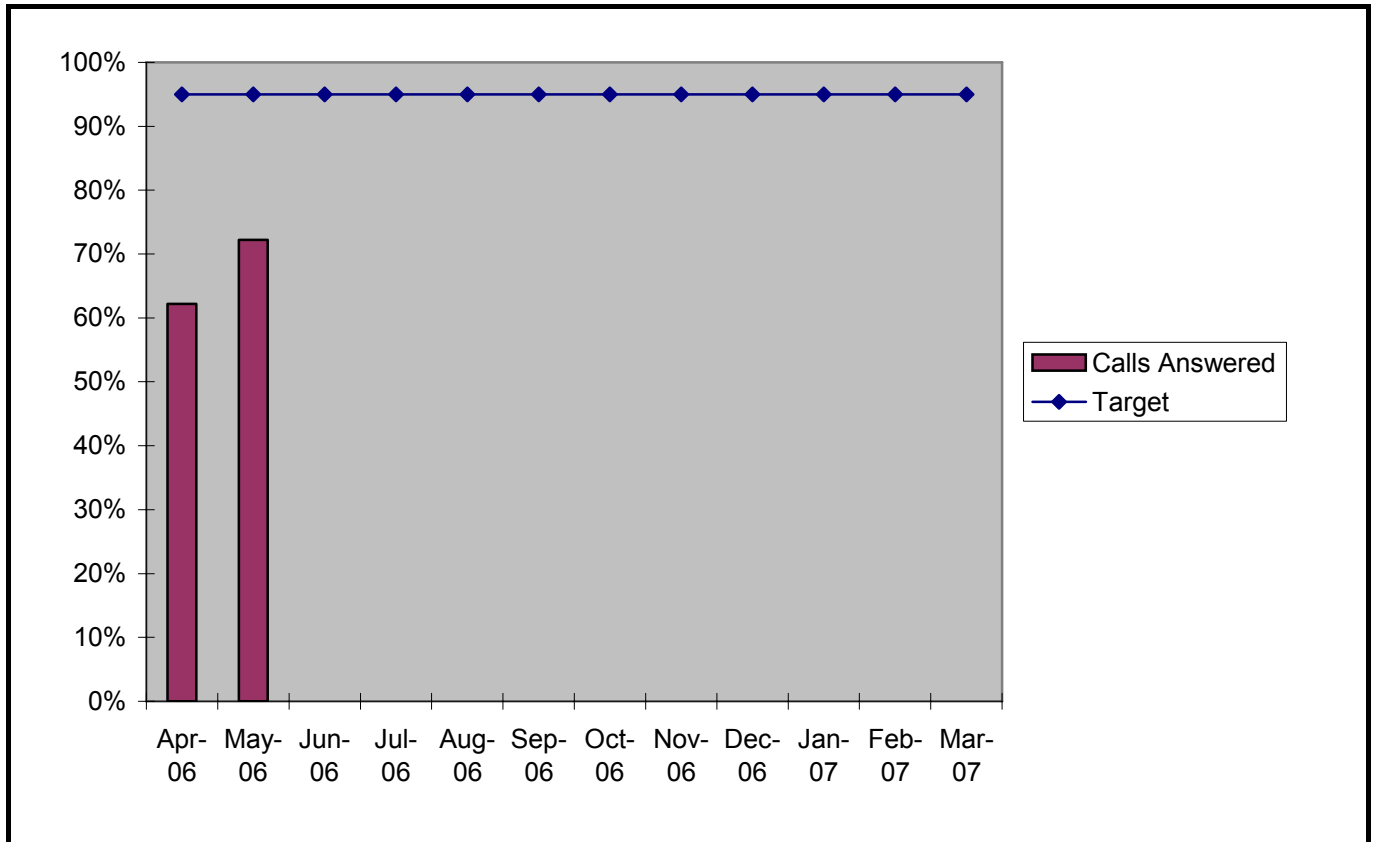
**TREND ANALYSIS:**

Down by 17 seconds improvement over previous month



#### 4.6 PERCENTAGE OF CALLS ANSWERED

**KPI: 95% or more of customer calls will be answered by the Contact Centre before the customer abandons the call.**



	06/07	<b>TREND ANALYSIS:</b>
Apr	62.2%	Up by 10% on previous month
May	72.2%	
Jun		
July		
Aug		
Sep		
Oct		
Nov		
Dec		
Jan		
Feb		
Mar		



**1.0 CUSTOMER SATISFACTION****Definition: Customer Satisfaction Index**

TBA

**Collection Methodology:**

•  
**Goal:**

**2.0 CALLS RESOLVED AT FIRST POINT OF CONTACT****Definition: Calls Resolved FPOC**

- \* The percentage of inquiries that are resolved by a CSA, without the need to refer the call to a specialist. (Excludes requests for transfer and professional callers)

**Methodology:**

⇒ This data is extracted from the eShop database and records the percentage of calls resolved within the Contact Centre, without the need to transfer to a specialist.

**Goal:**

***75% or more of customer calls are resolved entirely within the Contact Centre without the need to transfer to a second person. This is an overall Hub target assuming a wide range of service provision.***

\* This definition is subject to working party in September 2005

**3.0 TELEPHONE SERVICE FACTOR****Definition: TSF (Telephone Service Factor or Service Level)**

Telephone Service Factor can be reported in a number of ways.

- Service Level Abandoned Ignored
- Service Level Abandoned Positive
- Service Level Abandoned Negative

We report on Service Level Abandoned Ignored which represents the total number of calls answered within the specified time frame, ie % of calls answered within 15 seconds, ignoring the effect of abandoned calls in the service level calculation.

On a daily, monthly and annual basis, the Contact Centre will aim to answer 80% of all calls within 15 seconds (TSF)

The Contact Centre also will aim to achieve this target on at least 90% of days in the month (TSL)

**Data Source:**

⇒ This data is collected from IPCC via webview reporting and shows the percentage of calls answered within 15 seconds by CSAs. The time is measured from the time the customer enters the Contact Centre queue.

**Goal:**

- a) Telephone Service Factor – Monthly – the target TSF is for more than 80% of total calls for that month to be answered within 15 seconds.
- b) Telephone Service Factor – Percentage Days in Month Target Met - the target is to achieve the daily TSF on 90% of days in the month. (eg. 18 days in month TSF achieved divided by 20 working days in month = 90%)

#### 4.0 AVERAGE SPEED OF ANSWER

**Definition: ASA (Average Speed of Answer)**

Is the average time that a customer has to wait in the queue before being answered by a Customer Service Advisor.

**Data Source:**

⇒ This data is collected from IPCC via webview reporting and records the average time it takes a CSA to answer the customers call once it has entered the Contact Centre queue.

**Goal:**

*For the total month, the average time that a customer waits in the Contact Centre queue before being answered, is less than 15 seconds.*

## 5.0 PERCENTAGE OF CALLS ANSWERED

**Definition: % of calls offered/abandoned**

Measures the actual percentage of calls answered by the Customer Service Advisors, out of the total calls that enter the Contact Centre queue.

**Data Source:**

⇒ This data is collected from the IPCC database via webview reporting. This information shows the number of calls entering the Contact Centre queue, the percentage of those calls actually answered by CSAs and the percentage of customers that hang up before reaching a CSA.

**Goal:**

***95% or more of customer calls will be answered by the Contact Centre before the customer abandons the call.***

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

**Legal Services Section**

Responsible Portfolio Holder	Councillor Caroline Spencer
Responsible Head of Service	Andrew Burton

**1. SUMMARY**

- 1.1 To report to the Performance Management Board on the team plan in respect of the new staff in the legal department.

**2. RECOMMENDATION**

- 2.1 No recommendation is made and this report is for information

**3. BACKGROUND**

- 3.1 Members will recall that at a previous meeting, the Legal Services Manager offered to provide information about the new staff in the Legal Section.
- 3.2 That information was provided at the last meeting, when Members asked for information about how the new staff would be assisting with the improvement of the Council.
- 3.3 The Section is a support service operating in a field where there are no nationally set specific Best Value Performance Indicators. Local Indicators are in use and have been for some time. The Section`s crucial role, therefore, lies in supporting the Council as a corporate body, and other Departments or Sections in their own Performance improvement.
- 3.4 Some information about specific projects and tasks, however, is attached for information.

**4. Financial Implications**

- 4.1 There are no budget implications in this report.

**5. Legal Implications**

- 5.1 There are no legal implications.

**6. Corporate Objectives**

- 6.1 A Legal Section with adequate staffing will assist the Council with its objective

of being an efficient and effective Council.

**7.1 Risk Management**

7.1 There are no risk consideration.

**8. Other Sub Headings**

8.1 Report authors should consider whether or not the report has any of the following implications:-

- Procurement Issues

None

- Personnel Implications

None

- Governance/Performance Management Considerations

As detailed in the report.

- Community Safety Considerations

None.

- Policy Considerations

None

- Environmental Considerations

None

- Equalities Implications

None

**Background Papers**

None

**Contact officer**

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Tel: (01527) 881429

**Appendix 1**

**Name: Fiona Scott**

**Job Title: Equalities Assistant**

<b>Project Title</b>	<b>Outcome</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>Resource</b>	<b>Lead</b>	<b>Priority</b>
Ethnic Translation Service	Contract let and service advertised.  Language posters displayed  Increased public interest in Equalities Forum	01.04.06	30.06.06	Equalities Officer And assistant	FS CF	High
Disability Access Audit	Negotiations undergoing with SCOPE All reviews to be completed by end of September	17.07.06	End Sept 06	Equalities Officer And assistant	FS CF	High
Write and publish All Inclusive Equalities Scheme	Document adopted by the Council in September and subject to wider community consultation by December	On going		Equalities Officer And assistant	FS CF	High



Project Title	Outcome	Start Date	Finish Date	Resource	Lead	Priority
Consult with staff on requirements for Prayer Room	Prayer room identified and provided	On going		Equalities Officer And assistant	FS CF	High
Impact Assessment workshops	All high risk impact assessments completed and results fed into business plans	1.9.06	30.9.06	Equalities Officer and Assistant All line managers	CF FS	High
Disability Forum	Develop consultative group with all disability partner organisations	On going		Equalities Officer and assistant	CF FS	High
Equalities and Diversity Forum	Extend the representative groups and develop the roles and responsibilities of the composite members	On going		Equalities Officer and assistant	CF FS	High

Project Title	Outcome	Start Date	Finish Date	Resource	Lead	Priority
Equalities Standard Level 2	Review undertaken action plans developed to meet requirements of the Standard		April 2007	Equalities Officer and assistant	CF FS	High

**Name: Vanessa Brown and Sarah Sellers**

**Job Title: Litigation Solicitor (job Share)**

Project Title	Outcome	Start Date	Finish Date	Resource	Lead	Priority
Benefit Fraud Prosecution	Staff trained in Benefit Fraud Prosecution  Improved performance in Benefit Fraud Prosecutions		Sept 06	LGC training Crown Prosecution Service	Legal Services Manager	High
Benefit Fraud Prosecution	All new cases dealt with in House  Any outsourced cases retrieved from external agents		June 06	Litigation Solicitor	Legal Services Manager	High

<b>Project Title</b>	<b>Outcome</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>Resource</b>	<b>Lead</b>	<b>Priority</b>
Benefit Fraud Prosecutions	Links developed with the CPS and Police	On going		Litigation Solicitor	Legal Services Manager	High
Benefit Fraud Prosecutions	Establish case progression protocol in line with CPS guide lines	On going		Litigation Solicitor	Legal Services Manager	High
Service Level Agreements	Internal SLAs with all client departments	01.07 06	31.12. 06	Litigation Solicitor	Legal Services Manager	High
Client Review Meetings	Effective case management and confident client relationships	01.06. 06	On going	Litigation Solicitor	Legal Services Manager	High
Civil Court Procedures	Have become members of the Court user group to ensure effective relationship with the Court Offices	01.06. 06	On going	Litigation Solicitor	Legal Services Manager	High

<b>Project Title</b>	<b>Outcome</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>Resource</b>	<b>Lead</b>	<b>Priority</b>
Performance Indicators	All staff working with HOS to develop internal processes to improve performance		On going	Litigation Solicitor	Legal Services Manager	High

**Name: Kam Sodhi**

**Job Title: Litigation Assistant**

<b>Project Title</b>	<b>Outcome</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>Resource</b>	<b>Lead</b>	<b>Priority</b>
Support work	Solicitors now able to operate effectively due to provision of support officers	On going			Legal Services Manager	High
Debt Collection	Working with Finance Department to reduce the number of debts owed to the Council for more that 35 days	01.05.06	On going	Litigation Assistant	Legal Services Manager	High
Planning enforcement	Establish processes with Planning Enforcement Officers to ensure more effective and expedient enforcement actions	On going		Litigation Assistant	Legal Services Manager	High

<b>Project Title</b>	<b>Outcome</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>Resource</b>	<b>Lead</b>	<b>Priority</b>
Tree preservation orders	Process developed with planning officers to ensure expedient action taken			Litigation Assistant	Legal Services Manager	High
Telephone and email advice service to planning department	Establish process for quick responses to internal legal queries	01.06 06	On going	Litigation Assistant	Legal Services Manager	High
Planning Files	All work previously outsourced to external agents has been retrieved			Litigation Assistant	Legal Services Manager	High

Project Title	Outcome	Start Date	Finish Date	Resource	Lead	Priority
Client Department Support	<p>All HOS have been emailed to offer support in developing internal systems to drive up the performance levels.</p> <p>Standard forms of documents have been provided to Planners to increase performance in determining planning applications</p> <p>Legal procedures are being written for Street Scene to enable them to improve their performance e.g. abandoned vehicles</p>					

**Name: Pat Runciman**

**Job Title: Conveyancing Assistant**

<b>Project Title</b>	<b>Outcome</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>Resource</b>	<b>Lead</b>	<b>Priority</b>
Support work	Solicitors now able to operate effectively due to provision of support officers	On going			Legal Services Manager	High
Certificates of Lawfulness	Developed process for effective management of applications.  All ward members advised on receipt of application.	01.05.06	On going	Conveyancing Assistant	Legal Services Manager	High
Planning enforcement	Establish processes with Planning Enforcement Officers to ensure more effective and expedient enforcement actions	On going		Conveyancing Assistant	Legal Services Manager	High



<b>Project Title</b>	<b>Outcome</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>Resource</b>	<b>Lead</b>	<b>Priority</b>
Tree preservation orders	Process developed with planning officers to ensure expedient action taken.			Conveyancing Assistant	Legal Services Manager	High
Telephone and email advice service to all service departments	Establish process for quick responses to internal legal queries	01.06 06	On going	Conveyancing Assistant	Legal Services Manager	High
Large Scale Voluntary Registration of Councils Title	Project planning process has begun. Meeting with Land Registry 6.7.06	July 06	Dec 07	Conveyancing Assistant		High

**Name: Debbie Warren**

**Job Title: Planning and Corporate Solicitor**

<b>Project Title</b>	<b>Outcome</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>Resource</b>	<b>Lead</b>	<b>Priority</b>
Service Planning Committee	Provision of expert legal advice to enable effective performance of committee	June 06	On going	Planning and Corporate Solicitor	Legal Services Manager	High
Planning Enforcement	Support is being given to Enforcement Officers to increase expedient planning enforcements	June 06	On going	Planning and Corporate Solicitor	Legal Services Manager	High
Training	All Legal Officers are to be trained in Planning Law (in House) on 3 <sup>rd</sup> July				Legal Services Manager Head of Planning and Environment	High

Project Title	Outcome	Start Date	Finish Date	Resource	Lead	Priority
Effective prosecutions	Advice and training to be given to all client departments to enable more effective prosecutions to be carried out.	1.09.06	31.12.06	In house	Legal Services Manager	High
Licensing Committee	Professional advice to be given at licensing committee.  Historically this has been provided by external agents		On going	Conveyancing Assistant	Legal Services Manager	High

Project Title	Outcome	Start Date	Finish Date	Resource	Lead	Priority
Licensing Appeals	<p>All licensing appeals will be dealt with in house.</p> <p>Historically this work has been outsourced to external agents</p>					
Environ. Health	<p>More effective and efficient food prosecutions.</p> <p>Discussions already undertaken with EHO officers to focus on education rather than prosecution.</p>					

<b>Project Title</b>	<b>Outcome</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>Resource</b>	<b>Lead</b>	<b>Priority</b>
Environmental Protection	The Council will now be able to respond effectively to the making of By Laws and associated enforcement					

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

**14<sup>TH</sup> JULY 2006**

**COUNCIL RESULTS 2005-2006**

Responsible Portfolio Holder	Cllr R Hollingworth
Responsible Head of Service	Hugh Bennett – Assistant Chief Executive

**1. SUMMARY**

1.1 This report brings to PMB the Council Results 2005-06 document for information to allow progress to be made in managing performance.

**2. RECOMMENDATION**

2.1 Members are asked to:

- a) Consider the Council's Results for 2005-06,
- b) Consider the priorities for performance improvement agreed by Cabinet and CMT, and
- c) Recommend any additional areas of priority to Cabinet.

**3. BACKGROUND**

3.1 The Council is required by the Local Government Act 1999 to publish a Best Value Performance Plan (BVPP), which must contain certain information that is set out in the Act. The document must have been published by the 30<sup>th</sup> June 2006, (Council Results 2005-2006 attached)

3.2 Due to the gradual move away from the Best Value agenda in Local Government, the requirements of the BVPP have been relaxed for all Councils, but even more so for excellent rated Councils. Since we are not an excellent rated council, BDC have to comply with all four requirements which are:

- a) Summary of the Council's strategic objectives and priorities for improvement.
- b) Arrangements for addressing the priorities for improvement, particularly those identified during CPA.
- c) Details of performance for the past year against Best Value Performance Indicators, and targets for the subsequent three years.
- d) A Statement on all contracts which involved a transfer of staff.

3.3 With their being less emphasis now on Best Value, the Council has renamed the document to reflect its function more accurately of reporting how the Council is performing, hence Council Results.

3.4 The key information that is contained within Council Results, is performance information, in particular it is the Council's performance against the Best Value Performance Indicators which will enable it to come out of recovery.

3.5 The key messages of our performance are:

#### Performance Against Targets

Performing above target	43%
Performing below target within 10% of target	20%
Performing below target by more than 10%.	37%

#### Performance Trends

Performance Improving	39%
Performance steady	17%
Performance declining	44%

#### Performance Comparison against District Council quartiles

Performance in Top Quartile	16%
Performance in 2 <sup>nd</sup> Quartile	5%
Performance in 3 <sup>rd</sup> Quartile	36%
Performance in 4 <sup>th</sup> Quartile	43%

3.6 The key areas of concern from these results are:

- 44% of indicators are declining in their performance from the previous year.
- 79% of indicators are worse than average in 2005/06, this is compared to 56% being worse than average in 2004/05.

3.7 Cabinet and Corporate Management Team held an away day on 24<sup>th</sup> June, to agree some priorities for improvement to address this decline in performance. They agreed on the following areas of focus:

#### Corporate Health:

- BVPI 2 – Equality Standard
- BVPI 8 - % invoices paid on time
- BVPI 12 – Average days sick per person
- BVPI 156 - % of public buildings accessible to disabled
- LPI - % staff turnover

#### Housing/Benefits

- Affordable Housing
- BVPI 183 – Average length of stay in temporary accommodation
- BVPI 78 – Average length of time to process benefit claims

#### Waste

- BVPI 91 - % of households covered by recyclable collections
- BVPI199 - % of land with unacceptable levels of litter

#### Environment

- BVPI 166 - % score against environmental health best practice checklist
- BVPI 109 - % of planning applications processed within deadline

#### Culture

- BVPI 170 – Usage of the museum

#### Community Safety

- Anti-social behaviour
- Fear of crime
- BVPI 225 - % score against domestic violence checklist

#### Customer

- Corporate complaints system
- Customer standards
- LPI – Correspondence response rate
- LPI – Telephone call answering and resolution.

#### Other

- Housing action plan
- Longbridge site
- Town centre redevelopment
- Local Area Agreement targets

## **4. Financial Implications**

- 4.1 There are no direct financial implications, they will only result from any actions agreed upon.

### **Report Author**

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# BROMSGROVE DISTRICT COUNCIL



## Council Results 2005 - 2006



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If you require this document in large print, Braille or audio tape, please contact:

Fiona Scott, Equalities Officer,

The Council House, Burcot Lane, Bromsgrove, B60 1AA

Tel: 01527 881719, email: f.scott@bromsgrove.gov.uk

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से फोन: 01905 25121 पर संपर्क करें**

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## 1. Introduction



Welcome to the 6<sup>th</sup> edition of Council Results. In previous years this document has been called the Best Value Performance Plan. The Council has a duty to produce a Best Value Performance Plan under the Local Government Act 1999; however, the term is not really understood outside of local government and the plan is essentially a backward looking document focusing on our results; hence the change of name.


It has been a busy year for the Council. I am particularly pleased to report that we have now closed six years worth of accounts and delivered a significant performance improvement in the speed at which we process benefits claims. Both of these are important steps in the Council's recovery. By bringing our accounts up to date and strengthening our financial management, we are now in a position to move forward on a stable financial footing to tackle the performance issues we face and deliver a high level of customer service to the public.

The Audit Commission's Progress Assessment of the Council, published in December 2005 noted that the Council is making progress and that the direction of travel is positive, and perhaps most importantly that the Council is "tangibly a different

organisation now than it was two years ago", when we had our last Corporate Governance inspection. The Council remains in voluntary engagement with the Department of Communities and Local Government and much remains to be done. We are aiming to come out of voluntary engagement by achieving a "fair" rating through the Audit Commission's Comprehensive Performance Assessment.


Council Results 2005/06 sets out our performance in detail, including a summary of all the audit and inspection activity we have had in the last 12 months. We will require a step change in our performance to achieve a "fair" rating. Over the next few months we will be overhauling our existing recovery plan to ensure it provides a much stronger focus on delivering the performance improvements we require. Cabinet will also be working with the Corporate Management Team, staff and our partners to develop a Council Plan 2007-2010. This will set out our ambitions for the Council and District in measurable terms. These measures will be supported by actions to deliver them and resources to support the actions

We will also build on the public consultation we undertook for the 2006/07 budget and consult all our customers, including those who sometimes find it hard to get involved with the Council.



During the last 12 months there have a number of major changes to the structure of the Council, which will support the above processes. We have established a strong non-executive function for the Council: the Scrutiny Steering Board, Audit Board and Performance Management Board. All have a role to play in developing our Vision and objectives for the next three years and all will have a role in scrutinising and monitoring our progress. We have a new management team including a new Acting Chief Executive, Kevin Dicks. The new Corporate Management Team and the Council wide restructure will ensure an improved focus on service delivery and customer service.

Finally, to reiterate, much remains to be done to deliver the level of performance and customer care. The next 12 months are not going to be easy, but I am confident that the foundations are now in place for the Council to go forward and deliver the high levels of service our public expect.



Roger Hollingworth,  
Leader of the Council





## 2. Council's Vision & Values

The Council's current Vision and Values are set out below. The Vision is underpinned by a set of Values that govern how the Council acts and delivers its services:



**our vision**

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

**OUR VALUES**

- 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



- 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 Council will be reviewing the Vision and Values through the Summer and will develop them further into a set of specific, measurable, agreed, realistic and time bound measures using a management technique called the balanced scorecard. These measures and an updated Vision and Values will be agreed at Full Council in September 2006 and published in the Council Plan 2007 – 2010 shortly thereafter.

### 3. Council's Strategy & Plans

Our existing Vision for the District is:-

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

The current Corporate Plan expands this Vision into six objectives:-

- To make a major contribution towards achieving a healthy caring and socially aware community. (CO1)
- To provide a clean, safe and attractive environment. (CO2)
- To protect and improve our environment and promote sustainable communities. (CO3)
- To foster and sustain a strong and expanding economy. (CO4)
- To provide sustainable culture and leisure opportunities. (CO5)
- To be an efficient and effective Council. (CO5)

These broad Council Objectives each have agreed definitions as set out in the Corporate Plan 2005-2008. Within these objectives the Council had three 2006/07 budget priorities:-

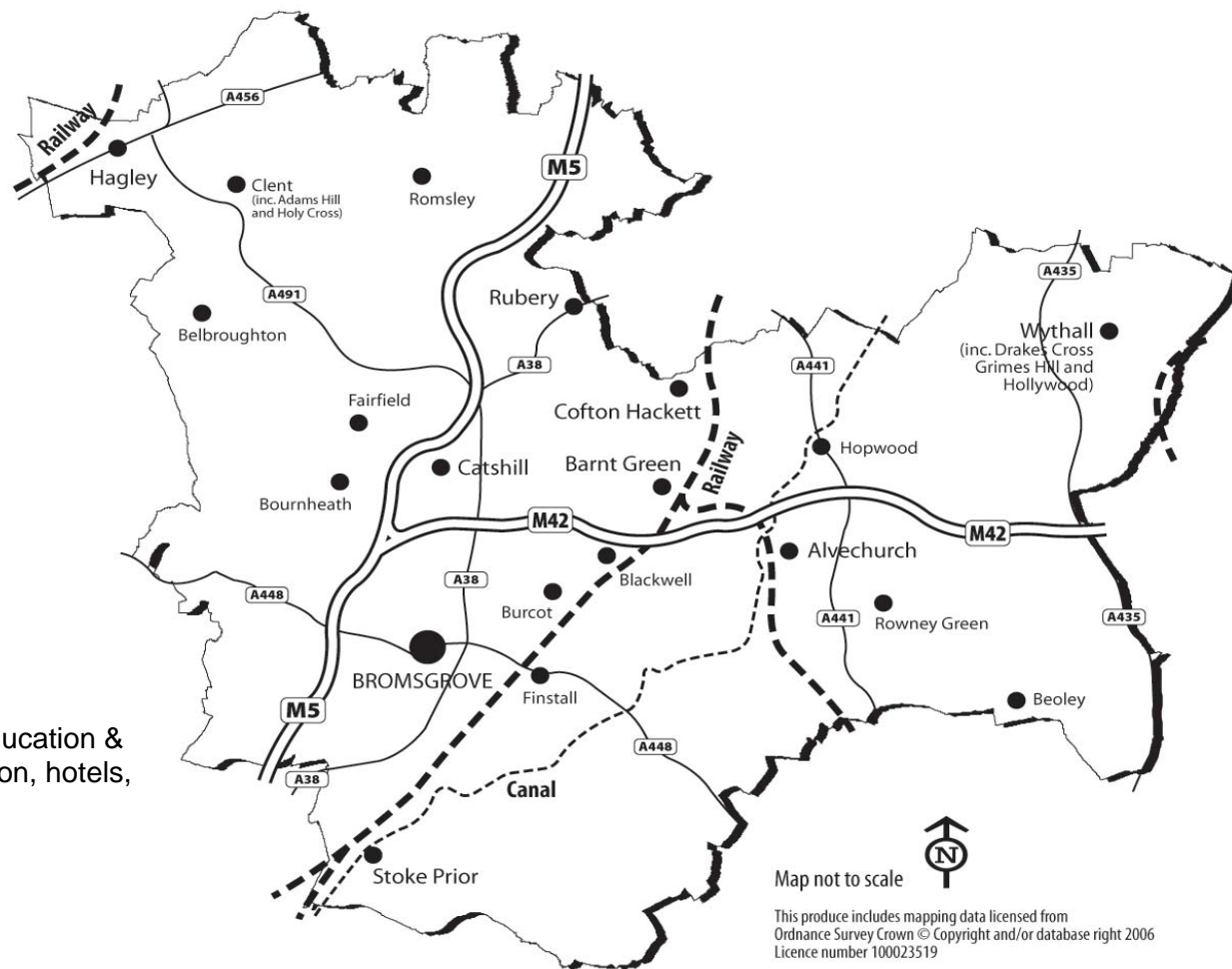
- recovery;
- delivery of statutory services; and
- putting Bromsgrove District first.

These priorities are supported by a number of major projects:-

1. Recovery plan;
2. Town centre redevelopment;
3. Longbridge site redevelopment;
4. ICT Projects (infrastructure, internet/intranet and spatial);
5. Customer First Strategy;
6. Strategic Housing Action Plan; and
7. Streetscene Strategy.

## 4. About Bromsgrove District

<b>Size:</b>	83.9 square miles
<b>Population:</b>	87,837 (census 2001)
<b>Households:</b>	35,168
<b>Towns:</b>	Bromsgrove, Hagley, Rubery, Wythall
<b>Main Employment:</b>	Public Administration, Education & Health (25.5%); distribution, hotels, & restaurants (21.2%)
<b>Unemployment:</b>	1.9%
<b>Ethnicity:</b>	3.3%
<b>Deprivation Ranking:</b>	293 out of 354





## **Geography**

Bromsgrove District is in north Worcestershire, covering a large district area of approximately 83.9 square miles. The District lies to the south west of the West Midlands conurbation and is bounded by Birmingham, Dudley, Solihull, Redditch, Wyre Forest, Wychavon and Stratford Upon Avon.

Whilst only 14 miles from the centre of Birmingham, the Clent Grove and Lickey Hills country parks provide an important dividing line between the industrial Midlands and the rural landscape of north Worcestershire. Ninety percent of the District is greenbelt which is visibly dominated by beautiful agricultural land and woodland, particularly in the west of the District.

Four radial routes pass through the District, each served by railway lines and major roads, including the M5 running north and south, the M42 running east and west, with further links to the M40 and M6.

## **Our Communities**

These radial routes have a profound impact on our communities, in particular, making the town itself a major commuting centre for the West Midlands. Data suggests that 16,643 people travel into the District for work, with 26,112 travelling out, a net commute out of 9,469.

Apart from Bromsgrove town centre, the main centres of population are Rubery on the edge of the urban West Midlands conurbation, Alvechurch and Wythall to the north east and Hagley and Belbroughton to the north west.

## **Population**

The population of the District is 87,837 with the District experiencing a 0.8% (700 people) increase between 2003 and 2004 (the joint highest in Worcestershire). This increase is mainly attributable to inward migration rather than natural change. The District's population is also set to expand by a further 0.9% between 2006 and 2010, the second highest in Worcestershire (some counties are predicted to see a contraction in their population).

The black and minority ethnic population (BME) is only 3.3% which is low for the region and nationally. This BME % can be broken down as follows: 1% Irish, 0.8% Asian, 0.8% mixed, 0.4% black and 0.3% Chinese.

There are 35,168 households in the District. Over 25% of households contain only one older person. An estimated 6,964 households in the District have one or more members in an identified special needs group. This is 19.1% of all households in the District, well above the national average. Of these 56.7% have a physical disability and 37% are frail elderly.

## **Economy**

The economic picture of the District is generally very positive. The mean household income is £36,906, which is the highest in the County (the County average is £32,699). The biggest employer in the District is Resolution plc (1,500 employees), followed by the Council. The biggest employment sector in the District is public administration, education and health (25.5%) followed by distribution, hotels and restaurants (21.2%) and manufacturing (17.1%). The District also has the highest economic activity rate in the County (83.7%) compared to 80.7% for the County. This level of activity partly reflects the population structure, as the District has a higher percentage of our population in the 35 to 49 age bracket.

The Council is a partner in the Bromsgrove Technology Park which is estimated will create 700 jobs. The Council also supports a farmers market in the town centre and a successful business start up scheme.

There are two major areas of economic concern within the District: the redevelopment of the Longbridge site and Bromsgrove town centre. In April 2005, parts of Phoenix Venture Holdings (PVH), most significantly MG Rover and PowerTrain entered administration, resulting in the closure of the Longbridge car plant. These parts of the Group employed around 5,850 people and an estimated £410m was spent with firms based in the West Midlands as part of the supply chain. While employment levels naturally blipped with the closure, the District's unemployment levels have returned to very low levels (1.9%).

There is a discrepancy between the high household income of the District and the town centre. The broad conclusion that can be drawn is that the local population, particularly, the weekend population is not spending its money in the town centre and is choosing to do so elsewhere.

## **Sustainable Development**

Ninety percent of the District is greenbelt. The Council is currently operating a planning moratorium with only affordable housing developments being built. The Housing Strategy has a target of 75 units of affordable housing a year for the next five years. There are 35,168 households in the District, 83.4% are owner occupied, the 11<sup>th</sup> highest figure in England and Wales. Eleven percent are rented from housing associations and four percent are privately rented.

House prices are rising faster than the national average. The average house price is £219,949. Only 4,050 households are in receipt of housing or council tax benefits, one of the lowest figures in Worcestershire. Compared with the average we have considerably fewer houses in the A and B tax bands and more in the E and H bands.

The Council's Housing Strategy was judged "fit for purpose" by the Government Office West Midlands (GOWM) this year. It has four priorities, affordable housing, the quality and availability of private sector housing, homelessness and assisting the vulnerable to live independently.

## **Health and Deprivation Data**

Overall, the District is one of the least deprived nationally. The District ranks 293 out of 354 Council's on the national index of multiple deprivation 2004 (where one is the most deprived). Sidemoor is the most deprived area of the District. The 2004 Government White Paper "Choosing Health" placed much more emphasis on people choosing healthier lifestyles. A regional lifestyles survey was conducted. Generally, the District's population is healthier than the regional average; however, the message remains the same: don't smoke, drink in moderation, maintain a healthy weight and take exercise. Young people (18-24) have a high risk status. They are most likely to not do all of the above, including binge drinking. Potentially, we could be storing up problems for our young people.

The most recent Primary Care Trust (PCT) annual report noted that our children's health is good, but there is a need for more child and adolescent mental health services.

The PCT retain a concern (shared by the Council's own community safety team) that domestic violence remains "common place". Between 2000-2003 teenage pregnancies increased marginally across Worcestershire (the overall rate is significantly lower than England as a whole). Charford in Bromsgrove is a significant hotspot with ten teenage pregnancies a year.

## **Crime and Fear of Crime**

There has been a significant reduction in some of the headline crime figures for the District over the last two years.

Domestic burglaries have fallen from 21.30 (2003/04) per 1,000 properties, to 8.86, although this is still higher than the median. Similarly, vehicle crime has dropped from 14.38 (2003/04) to 9.71 per 1,000 population. Violent crimes have also fallen. Nationally, it is estimated that 4% of the adult population drink to harmful levels at a cost of £20bn to the health service and the criminal justice system (not forgetting the costs to people's lives). Drug offences are low. The areas with the highest use in the District are the three prisons. There is a "supply" issue at HMP Blackenhurst and HMP Brockhill. Charford is the only ward where drug use is an issue.

Despite the significant reductions in crime within the District and low overall levels compared with other parts of Worcestershire, a County wide citizen's panel identified the District as having the highest fear of crime levels. The main concerns are anti-social behaviour, litter/rubbish, "young people hanging around" and vandalism/criminal damage.

## **Education**

The percentage of the population qualified to NVQ Level 4 is significantly higher than average. GCSE results gained at local authority schools and colleges in Worcestershire in 2004 were amongst the highest in the country (56.1% achieved five or more GCSEs at A\*-C (a 2.9% increase). Girls continue to out perform boys. The District has above average literacy and numeracy.

## **Community Priorities**

During the last six months, the Council has consulted the public about their priorities and about their customer experience and what drives their perception of the Council.

The main priority for most residents is the town centre. Residents feel that the “offer” is not extensive enough and the town centre does not match the economic success of the District. As part of the improvements residents want to see improved leisure facilities and amenities e.g. public toilets. For those residents living on the District’s boundaries, the town centre is less of an issue, as research suggests they look to other urban centres. The next priority for residents is affordable housing for young people and more facilities and infrastructure to support the expanding population. Most residents also want a stronger understanding of the value for money provided by the Council. The most visible services for residents are refuse and recycling collection, street cleansing, council tax collection, roads and car parks. The consultation identified that communication has a significant impact on the public’s perception of the Council. The public want more regular communication, more ability to influence and a better customer experience when contacting the Council.

The Council has also been working in partnership with its partners through the Bromsgrove Partnership. The Local Strategic Partnership has recently reduced in number to give a more strategic focus. The new membership consists of: the Council, Bromsgrove District Housing Trust, the Primary Care Trust, the County Council, County Associations of Local Councils (CALC), NEW College, West Mercia Police, Voluntary & Community Sector and the Private Sector (Chairman).

The Board has agreed four priorities to focus on: Bromsgrove town centre, Longbridge, affordable housing/inclusive living and its contribution to the County wide Local Area Agreement.

### **Political Leadership and Financial Context**

The Council employs 454 staff and has a budget of £11m. The Council has a majority Conservative administration, with 23 Conservatives, six Labour, six independents, three Wythall Ratepayers and one Liberal Democrat. The Council is currently in voluntary engagement with Central Government and has a recovery plan with a target for achieving a CPA rating of “Fair”. The Council operates a modernised political structure with the Leader/Cabinet model, supported by three non-Executive Boards: Audit Board, Scrutiny Steering Board and Performance Management Board. There is also a Planning Committee, Standards Committee and Licensing Committee.

### **New Challenges and Future Priorities**

The Council is currently reviewing its recovery plan and developing a Council Plan 2007-2010. Both these plans will contain outcome measures, supported by milestones, so that progress towards these outcomes can be measured. The outcome measures and milestones, will in turn be supported by agreed actions, resources and clear lines of responsibility. The development of the Council Plan will include a fuller analysis of the context within which the Council is operating, including consultation with the public, our partners and staff.

Emerging priorities from the above analysis are regeneration (town centre, Longbridge), cleaner, greener, safer (anti-social behaviour and streetscene), customer (experience and satisfaction), supporting the vulnerable (vulnerable older people and those on low incomes) and sustainable development (affordable housing and infrastructure).

## 5. Key Council Results Summary

The following pages set out a summary of the Council's achievements in 2005/06 against our objectives. This also details our future aims (these will be subject to review as part of the development of the Corporate plan 2007 – 2010.)

### Healthy, caring and socially aware communities (CO1)

#### Our achievements:

- We have introduced 'Shopmobility' in the Town Centre which offers free motor scooters and wheelchairs to provide better access for people with mobility problems.
- We have improved the quality of life for elderly and disabled home owners through the North Worcestershire Care and Repair Agency.
- We have trained and licensed all CCTV staff to the standard required by Legislation.

#### Our aims:

- We will invest in more affordable housing for local people.
- We will continue to make provision for those people who are homeless.
- We will continue to support vulnerable groups to live independently.
- We will encourage everyone to reduce the amount of waste that is produced, by providing recycling and composting facilities.

### Clean, safe and attractive environment (CO2)

#### Our achievements:

- With your support we now recycle or compost 41% of all household waste, which is among the best in the country.
- The key to this recycling and composting success has been the number of households who have kerbside collections.
- We have helped cut vehicle crime by 15% and domestic burglary by 36%.
- We have recruited two additional neighbourhood wardens for Sidemoor and Catshill.
- We have appointed 2 more Community Wardens.
- We have reduced the number of missed refuse bins by 40%.

#### Our aims:

- We will be buying new vehicles for our mobile litter crews and new pavement sweeper vehicles to further improve the cleanliness of the District.
- We will be looking for ways to improve Bromsgrove Town Centre.
- We will work with partners to reduce the harm of drugs and alcohol.



## **Protect and improve our environment and promote sustainable communities (CO3)**

### **Our achievements:**

- We have an agreed programme of future planning work for the District.
- We have asked you for your views on what should happen in the District in the future.
- We have carried out investigations and inspections to ensure that your food is safe and that the District is a safer place in which to live and work.

### **Our aims:**

- We will increase the speed that planning applications are processed
- We will develop a Planning Strategy for the District for the next fifteen years.
- We will consult with our local communities to determine their needs and how best to deliver them.

## **Foster and sustain a strong and expanding economy (CO4)**

### **Our achievement:**

- We have secured the development of the Bromsgrove Technology Park that is planned to bring 700 new jobs to the area.
- We have provided free Business Start Up training resulting in 40 new businesses starting this year.
- We have run a successful Farmers' Market providing the opportunity to buy high quality, fresh, local produce as quoted in the national press as "one of the best in the UK".

### **Our aims:**

- We will secure further Inward Investment.
- We will aim to sign-up five companies to move onto Bromsgrove Technology park.
- We will create a further 25 new Business Start Ups within the District this year.
- We will increase the size and diversity of product range on the Farmers' Market to continue building on its success.

## **Provide sustainable culture and leisure opportunities (CO5)**

### **Our achievements:**

- We have opened the Artrix.
- We have refurbished the Dolphin Centre.
- We have provided a range of special events including: Bonfire and firework display, Christmas lights display, Street Theatre Festival, and Worcestershire Youth Games.
- We have attained re-accreditation of the 'Quest' quality award at the Dolphin Centre.

### **Our aims:**

- We will develop a new park at Barnsley Hall.
- We will be refurbishing five play areas and creating at least two new play areas.
- We will enter Sanders Park for the prestigious Green Flag Award.

## To be an efficient and effective Council (CO6)

### Our achievements:

- We are in the process of installing a state-of-the-art technology modernisation programme to improve both our in-house operation and our services to you.
- We have already completed 50% of the 18 recommendations, put forward by the Benefits Fraud Inspectorate and have implemented a timetable to action the rest.
- We presented the Statutory Accounts to Members within the specified deadlines.
- We have set up an Equality & Diversity Forum, which includes members of the community.

### Our aims:

- We will start to implement a Customer First Strategy to help improve your experience of contacting the Council.
- We will maximise the use of ICT to make services more efficient and accessible, including the introduction of 'online' booking for our sports facilities.

## 6. Council's Performance Management Framework

The Council's Performance Management Framework seeks to create explicit links between the Community Plan, Council Plan, Service Business Plans and Team/Individual Plan.

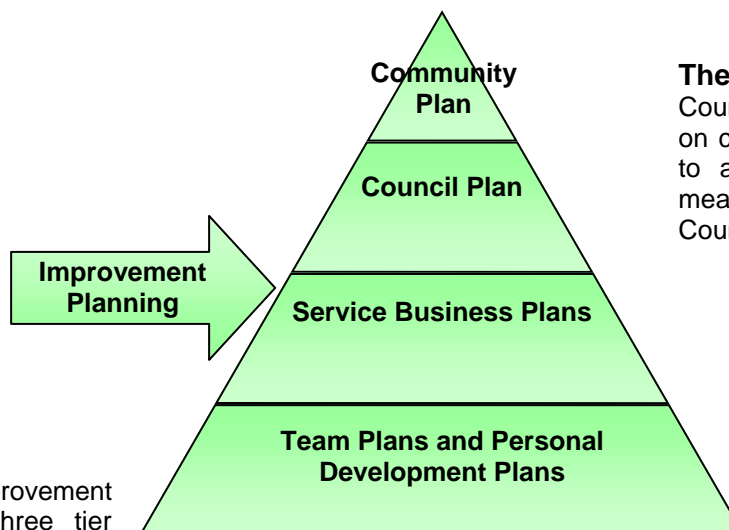
At the top of the framework is **The Community Plan**. It is a 10-year plan that has been developed by the Bromsgrove Partnership, comprising public, private, voluntary and community organisations, which have been consulted with locally to identify the priorities for the area. The Community Plan represents an 'umbrella' plan from which each organisation prepares its own strategy to deliver aspect of the community plan for which it is responsible. The Bromsgrove Partnership has four priorities: Bromsgrove Town Centre, Longbridge, Affordable Housing and the Local Area Agreement targets.

**Improvement Plan.** The Council is subject to external assessments such as the Comprehensive Performance Assessment by the Audit Commission. The Council aims to be rated "Fair" and has a recovery/improvement plan that identifies specific targets and actions to achieve this. The targets and actions feed into our performance management framework.

### Performance Monitoring

Service Business Plans, containing our Council Plan and Improvement Plan actions, are monitored and managed through a three tier approach.

1. The Government Monitoring Board receives update reports against the Improvement Plan at its monthly meetings.
2. Councillors receive regular performance monitoring information at the monthly Performance Management Board. This information includes updates on the Improvement Plan, quarterly performance figures on public facing services and corporate health indicators and quarterly updates on Service Business Plans.
3. All the above information goes to the Council's Corporate Management Team.



**The Council Plan.** We are currently developing a Council Plan for 2007 to 2010. The Plan will be based on consultation and will set out what the Council aims to achieve over the next 3 years in specific and measurable terms. The Plan also sets out how the Council will contribute to the Community Plan.

**Service Business Plans** identify tasks we undertake to deliver the Council Plan and Improvement Plan actions within each department. These are then translated into team plans and individual PDRs, thus ensuring all staff understand their role in delivering the Council's priorities.

The progress against our Service Business Plans are monitored quarterly while staff receive a formal review of their PDR every six months.



## 7. Inspections

All Councils are subject to a range of inspection and audit work by various regulatory bodies. The following section sets out a summary of the various inspections completed during 2005/06.

### **Progress Assessment - Audit Commission (Dec. 2005)**

In 2001 the Audit Commission carried out a corporate governance inspection at the Council. A re-inspection of corporate governance was carried out in 2003, which concluded that overall progress with improvement had been insufficient. In 2004 the Council engaged with the ODPM. As part of this engagement, the Council accepted a 'Poor' CPA rating and the Audit Commission agreed to postpone the Council's forthcoming CPA inspection.

The Progress Assessment report presented an analysis of the Council's progress to December 2005 based on the Council's implementation of its recovery plan and comparison with the baseline position of the corporate governance re-inspection in 2003.

The Audit Commission summarised its findings as follows:

*"The Council is making some progress. The direction of travel is positive and it is tangibly a different organisation now than it was two years ago. However, much remains to be done and some significant challenges will need to be addressed if the Council is to achieve its ambition of emerging from engagement by 2007.*

*The Council is looking outwards and is working productively in partnership with others across the county. However, it is not effectively prioritising its resources. It has revised its corporate priorities and has updated its budget challenge and service business planning process.*

*Members are not working effectively together across all party groups to drive and focus on improvement.*

*The Council is now doing much better at recycling and composting waste. Most planning applications are being processed quickly, and the new Customer Service Centre has been successfully opened.*

*However, some service areas are not performing strongly. Benefits claims are not being processed as quickly as they should, although performance is improving. Street cleaning remains a challenge. The Council is not making effective use of customer feedback to challenge and improve services.*

*The Council has worked hard to put in place a range of plans and investments that should help it to sustain improvement. The Council is investing in its benefits service, various strategies have been developed or drafted to help shape future decision-making, and a bid for capacity-building funding has been submitted to the government.*

*However, there are no clear plans to address Member development more broadly and to drive better cross-party working.”*

The Council agreed six priorities for improvement with the Audit Commission. These are set out below:

- Prioritise resources through the 2006/07 budget process and beyond in line with corporate priorities.
- Ensure effective performance, financial and risk management, in particular, and SMART (specific, measurable, achievable, realistic, time limited) and resourced corporate plan.
- Improve Members’ decision-making and scrutiny.
- Improve cross party working.
- Ensure improvements in service delivery in the Benefits and Streetscene services.
- Obtain customer feedback on services and link to service improvement.

## **Benefit Fraud Inspection Report – Benefit Fraud Inspectorate (Jan. 2006)**

This report assessed Bromsgrove District Council’s administration of Housing Benefit (HB) and Council Tax Benefit (CTB) against the Department for Work and Pensions Performance Standards.

The BFI summarised its findings as follows:

*“Historically, the Benefits Service had been a poor service within a poor council. Concerns about its corporate governance led to the Council entering into voluntary engagement with the Office of the Deputy Prime Minister from October 2004. A government monitoring board, led by the Office of the Deputy Prime Minister and supported by regulators and government departments, was set up and was still in place at the time of our inspection.*

*The Council and its auditors had previously identified many of the weaknesses we found but only limited remedial action had been taken to address them.*

*Bromsgrove District Council responded very positively to our inspection. It introduced a number of changes aimed at improvement following our feedback. In addition, since we conducted our inspection:*

- *£230,000 of additional funding was invested in the Benefits service*

- seven key projects that aimed to build an effective infrastructure for the Benefits service were identified
- a Head of Financial Services and a Principal Benefits Officer were appointed
- a Benefits Improvement Plan was developed and endorsed by Members.

Overall, we found that Bromsgrove District Council was performing to a **Poor** Standard.

Bromsgrove District Council did not meet Standard in any of the 4 themes of Performance Standards.

There had been sustained improvement in the reported time taken to process new claims, from an average of 50 days in 2003/04 to 44 days in 2004/05, and 42 days for the first quarter of 2005/06. However, this performance was still below the Standard of 36 days.

The situation was similar for the time taken to process changes of circumstances, which had improved from an average of 19 days in 2003/04, to 14 days in 2004/05, and 13 days for the first quarter of 2005/06. Again this performance was below the Standard of 9 days.

We found that a lack of prioritisation and inefficient practices were creating unnecessary delays at each stage of the claims process. This was compounded by a failure to ensure that the evidence provided by its customers met the minimum

requirements of the Department's Verification Framework.

Members and senior officers were not aware of the very poor performance in preventing and recovering overpayments. Overpayment debt had increased by almost 400% between 2002/03 and 2004/05. We were concerned that very little action was being taken to minimise avoidable overpayments.

Performance in the application of sanctions against benefit fraudsters had improved. For example, the council applied 11 sanctions in 2002/03, increasing to 37 in 2004/05.

However, it had failed in its duty to prosecute offenders in 9 instances where fraud had been proven. This was due to delays within its Legal Services Department that need to be urgently addressed.

We found the council needed to improve the way it dealt with its customers. There were no time or quality targets for dealing with personal or telephone callers and management information was not available to monitor performance in these areas.

Management information provided to Members, senior officers and the Department was often inaccurate with performance being overstated in some cases.

We were also concerned about the lack of management assurance. We found minimal management checks were carried out, audit coverage was inadequate and audit recommendations were not implemented."



## **Auditor's Statutory Report on the Best Value Performance Plan – KPMG (Dec 2005)**

In the introduction we noted that the Council has a statutory duty to produce a Best Value Performance Plan, what we are now calling Council Results. The Council's auditor has a statutory duty to audit the Best Value Performance Plan, to certify that we have produced one, whether it complies with the Council's statutory duties and whether it is accurate.

For the Best Value Performance Plan published on 30<sup>th</sup> June 2005 our auditors stated:

*"In our opinion, Bromsgrove District Council has prepared and published its Best Value Performance Plan in all significant respects in accordance with section 6 of the Local Government Act 1999 and statutory guidance issued by the Government."*

## 8. Recovery Plan & Future Plans

As a result of going into “Voluntary Engagement” in June 2004 the Council agreed to produce a recovery plan against the areas for improvement identified by Central Government. This recovery plan has been reported to the Government Monitoring Board (GMB) each month. The GMB monitors and guides the Council on its path to recovery.

The Council has demonstrated a strong track record of delivering against the recovery plan. As at the 31<sup>st</sup> March 2006, 88% of the plan was on target and it will be delivered by 31<sup>st</sup> March 2007. Some of the key improvements in 2005/06 have included:

- a significant improvement in our Benefits Service, in particular, an improvement in the speed of processing new benefits claims and the speed at which we process change of circumstances.
- the establishment of three non-executive boards to support the work of Cabinet and scrutinise and examine key issues for the Council. The three Boards are: the Scrutiny Steering Board, the Performance Management Board and the Audit Board.
- a significant improvement in cross party working through the establishment of a regular Group Leaders’ meeting, chairmanship and vice-chairmanship of the three Boards being held by opposition members and the attendance of Group Leaders at the Government Monitoring Board.
- the closure of six years’ worth of our financial accounts, bringing the Council’s finance up to date and enabling future financial decisions to be taken on solid foundations.
- Stronger and better financial management including a priority led 2006/07 budget, and a balanced budget.
- The agreement of a Corporate Risk Management strategy to ensure risks are identified and appropriately managed.
- Improved performance management, in particular, the development of a Top 45 set of indicators and a Corporate Health set of indicators for Members, both of which are reported to Corporate Management Team and the Performance Management Board.
- Improved ICT for the Council. New telephones will enable better service to our customers, a rationalisation of our services and better back-up facilities will ensure our systems are more reliable.
- The development of a Customer First Strategy and Communications Strategy aimed to improved the customer experience and better communicate with our customers and staff; and
- A Council wide restructure.

The Council is in a much stronger position than it was a year ago. It now has the solid foundations from which to improve services to our customers; however much remains to be done. Building on our progress in 2006/07 we plan to:

- Develop a new “improvement plan” that builds on the recovery plan and aims to significantly improve our performance indicators over the next 12 months.
- Prepare the Council for an Audit Commission CPA,
- Articulate the Council’s ambition for the District through the development of a Council Plan 2007-2010, which will have clear measures of success,
- Further integrate our performance, financial and risk management frameworks to ensure we deliver on our promises.

The following pages set out our recovery plan for the period April 2005 to March 2006 and the progress we have made.

**Key:**

Outcomes	This column details what will be delivered as a result of the action being completed.
Risks	This highlights the potential risks that may stop the outcome being reached.
Comments	This column details any comments about progress against the action.
<b>G = Green</b>	On Target
<b>A = Amber</b>	Small slippage by 1 month
<b>R = Red</b>	Slippage by more than 1 month
<b>Gr = Grey</b>	Not scheduled to be started.



G = Green, A = Amber, R = Red, Gr = Grey	July 05	August	September	October	November	December	January 06	February	March	Outcomes	Risks	Comments

## 1 Financial Planning

1.1	Develop sound, comprehensive 3 year strategic financial plan by April 05						G	G	G	G	A strategic pro-active approach to budget management over the medium term.	- Lack of staff resources - Lack of understanding of finance	Complete
1.2	Provide timely and accurate financial information to all stakeholders	G	G	G	G	G	G	G	G	G	A better understanding of the financial position of the Council by officers & members. To help make decisions based on robust financial information. To have a break even outturn for 2005/06or to have identified key areas to reallocate resources to improve Council Services	- Lack of staff resources - New Heads of Service / officers - Lack of understanding of finance - Lack of understanding of systems	Monitoring reports being produced. Bank reconciliation process working. Timeline to be reviewed.

		<b>G = Green, A = Amber, R = Red, Gr = Grey</b>												
		July 05	August	September	October	November	December	January 06	February	March				
												<b>Outcomes</b>	<b>Risks</b>	<b>Comments</b>
1.3	Provide training and awareness at appropriate level to gain understanding of financial activities/systems in council	A	A	A	G	G	G	G				That the members and officers at Bromsgrove District Council have a sound understanding of the financial implications of their decisions and the link between operational objectives and the resources that fund the service delivery	<ul style="list-style-type: none"> <li>- Lack of staff resources</li> <li>- New Heads of Service / officers</li> <li>- Lack of commitment / availability of officers / members</li> </ul>	Delays due to lack of resources and closedown of accounts. Scheduled to be delivered in November
1.4	Have a system of financial management that meets approval of the external assessors and complies with legislative guidance and principles of good practice	A	A	A	A	A	A	A	A	A		To have a structured framework of financial management at BDC that complies with external assessors and follows the guidelines of best practice	<ul style="list-style-type: none"> <li>- Lack of staff resources</li> <li>- New Heads of Service / officers</li> <li>- Lack of skills</li> <li>- Lack of understanding of requirements</li> </ul>	Delayed due to priority being given to closedown of accounts, budget monitoring improvements and delivery of financial training. To undertake initial assessment of BDC as part of the review of the medium term financial plan.



G = Green,  
A = Amber,  
R = Red,  
Gr = Grey

		July 05	August	September	October	November	December	January 06	February	March	Outcomes	Risks	Comments
1.5	Develop an effective system of internal control for BDC	A	A	A	G	G	G	G	G	G	Robust system of internal control	<ul style="list-style-type: none"> <li>- Lack of staff resources</li> <li>- Staff changes</li> <li>- Lack of understanding / ownership</li> <li>- Lack of understanding of systems</li> </ul>	A draft Statement of Internal control has been written for closedown of accounts 2005/06. To be discussed at CMT.
1.6	Develop internal audit service that meets the requirements of external assessors and complies with legislative guidance and direction. Monitor and review delivery of 06/07 plan.	A	A	A	G	G	G	G	G	G	Improved system of internal control	<ul style="list-style-type: none"> <li>- Lack of staff resources</li> <li>- Lack of skills</li> <li>- Lack of understanding of role of internal audit by officers / members</li> <li>- Lack of ownership by services</li> </ul>	Audit Board now in place - standards and protocols approved by this Board.
1.7	Provide an efficient, effective & quality revenues & benefits service that performs in upper quartile parameters	G	G	G	G	G	G	G	G	G	High quality Revenues and Benefits service	<ul style="list-style-type: none"> <li>- Lack of staff resources</li> <li>- Lack of skills</li> <li>- Lack of understanding of role / importance of revenues and benefits by officers / members</li> <li>- Lack of ownership by services</li> </ul>	Performance improving. Noted in Progress Assessment.

G = Green, A = Amber, R = Red, Gr = Grey	July 05	August	September	October	November	December	January 06	February	March	Outcomes	Risks	Comments
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## 2 Strategic Leadership

2.1	Revise the Corporate Plan			G	G	G	G	G	G	G	To develop clear priorities to drive the MTFP.	<ul style="list-style-type: none"> <li>- Lack of ownership by members / officers</li> <li>- Lack of resources</li> <li>- Lack of cross party agreement</li> <li>- Lack of focus</li> </ul>	"Top 45" indicators will provide this update. Fuller review for 2007/08.
2.2	Agree revised vision and core values	G	G	G	G						Achieved.	Not applicable.	Achieved.
2.3	Improve and develop partnership working arrangements, including review of LSP structure, terms of reference & protocols, assessment of LSP membership needs	G	G	G	G	G	G	G	G	G	To take a lead role in focussing on the needs of Bromsgrove and stimulating partnerships to bring maximum resource to bear.	<ul style="list-style-type: none"> <li>- Lack of member / officer time</li> <li>- Lack of resources</li> <li>- Lack of co-operation and commitment from partner organisations and Members of LSP</li> </ul>	LAA response completed. Agreed approach to
2.4	Introduce and commence a member development programme to support community and leadership roles	G	G	G	G	A	G	G	G	G	To develop members to be effective in the community as recognised leaders.	<ul style="list-style-type: none"> <li>- Lack of commitment by members</li> <li>- Time demands on Members</li> <li>- Lack of resources / skills within organisation to deliver training programme</li> </ul>	

G = Green,  
A = Amber,  
R = Red,  
Gr = Grey

		July 05	August	September	October	November	December	January 06	February	March	Outcomes	Risks	Comments
2.5	Introduce member development programme	G	G	G	G	A	A	G	G	G	Members better equipped to provide effective strategic leadership.	<ul style="list-style-type: none"> <li>- Lack of ownership by members / officers</li> <li>- Lack of cross party agreement</li> <li>- Lack of focus</li> </ul>	Initial meeting with Leaders of parties to review programme to date and development of new programme. Interim Head of HR to put together proposal for 21st April.
2.6	Develop and agree process for cross-party working	A	A	A	G	A	G	G	A	G	Effective joint working leading to improved delivery.	<ul style="list-style-type: none"> <li>- Lack of ownership by members / officers</li> <li>- Lack of cross party agreement</li> <li>- Lack of focus</li> </ul>	Performance Management Board established. Audit Committee and Audit Plan agreed by Cabinet.
2.7	Review scrutiny process	G	G	G	G	G	G	G	G		A robust and effective scrutiny process.	<ul style="list-style-type: none"> <li>- Lack of ownership by members / officers</li> <li>- Lack of cross party agreement</li> <li>- Lack of focus</li> </ul>	Completed.
2.8	Revise the Council's constitution			G	Gr	G	G	G	G	G	To clarify roles and responsibilities.	<ul style="list-style-type: none"> <li>- Lack of ownership by members / officers</li> <li>- Lack of cross party agreement</li> <li>- Lack of focus</li> <li>- Lack of resources</li> <li>- Lack of willingness to release control</li> </ul>	To Council 2/5/06.

G = Green, A = Amber, R = Red, Gr = Grey		July 05	August	September	October	November	December	January 06	February	March	Outcomes	Risks	Comments
2.9	Restructure of the Council	G	G	A	A	G	G	G	G		Structure that is more aligned to achieve the Council's priorities and the recovery plan	- Lack of resources - Lack of skills / competencies to achieve required outcomes - Good staff leaving during times of uncertainty	Completed.

### 3 Organisational Development

3.1	Develop a BDC leadership style and code of practice	G	G	G	G	G	G	G	A	A	Improved working relationships and an understanding of what is normal.	- Lack of resources - Lack of officer / member interest, fear and unwillingness to change	Provisional dates of 38 peer mentoring sessions agreed.
3.1	Procure and commence "Top Team" development programme via capacity building bid				G	G	G	G	G	G	To create a culture change of openness and trust between Members and officers and personal development	- Lack of resources - Lack of officer / member interest, fear and unwillingness to change	Procured. Provisional dates being agreed.
3.2	Develop a HR Strategy		G	G	A	A	R	G	G	G	To transform the culture and capability of the workforce.	- Lack of resources / skills - Lack of ownership by members / officers	People strategy to be considered by PMB and Cabinet in April.

		<b>G = Green, A = Amber, R = Red, Gr = Grey</b>											
		July 05	August	September	October	November	December	January 06	February	March			
											<b>Outcomes</b>	<b>Risks</b>	<b>Comments</b>
3.2 (a)	Develop Workforce Development Plans							G	G	G	To focus and commit employees to and on internal and external customers. Right staff with the right skills in the right place at the right time.	- Lack of resources / skills - Lack of ownership by members / officers	Paper on development of workforce plans over the summer being considered by CMT in early April.
3.3	Review and revise Employee Consultation Procedures										To ensure the Council has effective and efficient employee consultation procedures	- Lack of resources / skills - Lack of ownership by members / officers	Head of HR leading.
3.4	Review, revise and re-launch appraisal scheme for all staff across the organisation.		G	G	G	G	A	A	G		To introduce forward problem solving performance management	- Lack of resources / skills - Lack of ownership by staff	
3.4	Develop and implement appropriate Management Competencies to lead the programme of change							G	G	G	To develop all staff to possess core skills to facilitate improvement.	- Lack of resources / skills - Lack of ownership by staff - Lack of agreement from TU and staff network	Initial meeting to discuss implementation has taken place and paper to CMT on way forward in April.
3.5	Develop and launch a Middle Management Development Programme							G	G	G	To develop all middle managers to possess the core skills to facilitate improvement.	- Lack of resources / skills - Lack of ownership by members / officers	Head of HR leading.
3.6	Review Recruitment and Retention procedures										To ensure the Council has effective and efficient recruitment and retention procedures	- Lack of resources / skills - Lack of ownership by members / officers	Head of HR leading.

G = Green, A = Amber, R = Red, Gr = Grey		July 05	August	September	October	November	December	January 06	February	March	Outcomes	Risks	Comments
3.7	Undertake Job Evaluation exercise and complete Single Status				G	Gr	G	G	A	G	To ensure the Council meets its obligations under the Equal Pay Act	- Lack of resources / skills - Lack of ownership by members / officers	First meeting of the working party has taken place and the project plan has been agreed.

#### 4 Performance Management, Risk Management and Procurement

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

G = Green, A = Amber, R = Red, Gr = Grey		July 05	August	September	October	November	December	January 06	February	March	Outcomes	Risks	Comments
4.5	Develop, procure, deliver and implement Risk Management Strategy and training	G	G	G	A	A	A	G	G	G	To embed policies to ensure the Council's ambitions are met.	- Lack of resources / skills - Lack of ownership by members / officers	Risk Strategy to December Cabinet. Training rescheduled.
4.6	Develop an effective approach to project management				A	G	A	A	G	A	Projects delivered on time to specification.	- Lack of management capacity	

## 5 Communication and Consultation

5.1	Develop and implement Consultation, Communication and Marketing strategy	G	G	A	A	G	G	G	G	G	To gain a complete understanding externally and internally to individuals of the Council's ambitions.	- Lack of officer / member time - Lack of understanding / ownership	Re-programmed to March Cabinet.
5.2	Develop and implement Corporate Customer Service strategy	G	G	A	A	G	G	G	G	G	To develop a culture of customer care with employees committed to the concept.	- Lack of officer / member time - Limited staff buy in to culture change - Staff don't have tools to do the job	

<b>G = Green, A = Amber, R = Red, Gr = Grey</b>	July 05	August	September	October	November	December	January 06	February	March			
											<b>Outcomes</b>	<b>Risks</b>

**6 Service improvement**

6.1	Develop and agree Depot Strategy [subject to funding]	G	G	G	G	G	A	G	G	G	To provide a cost effective and efficient high performing service	<ul style="list-style-type: none"> <li>- Lack of financial and performance information</li> <li>- Lack of clarity around priorities</li> <li>- Lack of finance</li> </ul>	Budget issues from strategy being finalised. Implementation Plan budget approved. Process proceeding with street cleansing elements and re-scheduling of refuse routes.
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## 9. Financial Information

As well as being subject to various corporate and service inspections by its regulators, the Council's financial management arrangements and our accounts are subject to annual audit. This takes a number of forms including an audit of the accounts, an assessment of the Council's Use of Resources and an update on the Progress Assessment called the Direction of Travel Statement. All of these are brought together in the Annual Audit & Inspection Letter.

### **Annual Audit and Inspection Letter – Audit Commission, (May 2006)**

The Audit Commission summarised its findings as follows:

*“Since being categorised as a poor council in 2004 the Council has made some progress. The Council is making some progress and it is tangibly a different organisation than it was two years ago, but much remains to be done before it can emerge from engagement.*

*There has been good progress in defining ambitions for the future but prioritisation of resources is not yet effective. Organisational capacity to deliver recovery is improving but it is still fragile, and there are areas where significant improvement is required. The pace of member development has been slow and some aspects of decision-making and scrutiny arrangements are not operating effectively.*

*Some services continue to perform at a good level and there have been improvements in recycling, planning processing times and more recently in benefits. However overall service performance remains below average and those services where performance is weaker tend to show less improvement.*

*The council has responded positively to the progress assessment. Councillors are now more actively engaged in performance management and business planning is more closely aligned to corporate priorities. Significant challenges remain in addressing councillor development and improving cross party working.*

*In May 2005 our inspection of E Government found that it was a fair service with uncertain prospects for improvement.*

*KPMG issued an unqualified opinion on the Best Value Performance Plan and the systems for producing the Performance Indicators contained within that plan.*

*The Council overall scored 1 out of 4 for the new use of resources assessment, indicating inadequate performance. The key areas in which it needs to progress to move to a level 2 (adequate performance) assessment are summarised in the recommendations in paragraph 17.*

### **The accounts**

*During the calendar year 2005, the Council produced two years of financial statements, 2003/04 and 2004/05, delayed as a result of issues arising from the 2001/02 and 2002/03 statements of accounts; both of which included a qualified audit opinion from KPMG.*

*Demonstrating the improvement made by the Council over the past twelve months KPMG issued unqualified audit opinions on both the Council's 2003/04 and 2004/05 statements of accounts in November 2005 and February 2006 respectively. As a result the Council is now on track for a 2005/06 accounts and audit timetable in line with that of other local authorities.*

*KPMG issued a final accounts memorandum to the Council in February 2006, which contained the detailed findings, amendments and performance improvement observations arising from its audit of the two sets of accounts.*

### **Action needed by the Council**

*The Council should implement the recommendations included within this report, in particular the Council:*

- needs to develop an appropriate and detailed action plan to address the issues and recommendations raised as part of the Use of Resources work;*
- needs to ensure it reports all financial activities, particularly treasury management issues to Members to promote good governance;*

- must enhance its performance management framework, including benchmarking its performance to enable the Council to place its improvement in context; and*
- must further develop its risk management framework and promote a risk awareness culture through the organisation, supported by Members.*

### **Council performance**

*The Council is unique in England in that it was not subject to all aspects of Comprehensive Performance Assessment. In June 2004 the Council requested engagement with the Office of the Deputy Prime Minister. As a consequence of the council's request for engagement the Audit Commission agreed to change its approach to the council's comprehensive performance assessment. It agreed that the assessment would not take place as planned along with the other Worcestershire district councils in September 2004. As part of the agreement to do this the council was given, and accepted, a CPA category as a poor council. The council will continue to be categorised as a poor council until such time as the commission undertakes a full CPA. The timing of this assessment will be determined by the monitoring board, and it will take place when the board is satisfied that sufficient progress has been made to justify it. The Monitoring Board has not yet agreed that sufficient progress has been shown. The Council has set itself a target of coming out of engagement by March 2007.*

## **Direction of travel report**

### **Council services**

*There is a mixed picture of improvement in the Council's overall delivery of services. As illustrated by the table below, between 2002-03 and 2004-05 just over half of the Council's performance indicators have shown improvement and just under half do not. It should be noted that the majority of indicators still show below average performance for 2004-05, and those which were already below average performance show lower levels of improvement.*

	Since 2002/03			
	PIs that have improved	PIs that have not improved	Data only for one year	
PIs in 'Best' Quartile	8	2	1	<b>23%</b>
PIs in 2 <sup>nd</sup> Quartile	4	2	3	<b>19%</b>
PIs in 3 <sup>rd</sup> Quartile	6	5	2	<b>28%</b>
PIs in 'Worst' Quartile	3	10	1	<b>30%</b>
	<b>53%</b>	<b>48%</b>		

### **Progress Assessment**

*Following the Council's decision to go into engagement in 2004, we have worked closely with the Monitoring Board to support the*

*Council in the delivery of its priorities for improvement. In December 2005 we published a progress assessment on the Council. Such progress assessments are undertaken on an annual basis on all underperforming councils*

### **Council's actions since the progress assessment**

*The Council has responded positively to the progress assessment and has accepted its key messages. In many areas it has continued to make progress with plans that were in place at the time of the assessment, and further progress has been evident since. In particular progress in financial accounting has continued. Un-audited council figures show significant improvement in the benefits service.*

*The corporate plan has been reviewed to ensure there are more explicit targets, and monitoring systems pay particular attention where there is evidence of below average performance. Business planning has also been more closely aligned to corporate priorities.*

*Members have been more actively engaged in performance management through a newly established Board. Business planning has been linked more closely to corporate priorities and applied more consistently across services. There has been some progress in relationships between political groups but significant tensions remain."*

## Use of Resources Feedback – KPMG, (March 2006)

*We have completed our assessment of Bromsgrove District Council's ('the Council', 'Bromsgrove') use of resources in accordance with the methodology and guidance issued by the Audit Commission. The results have been subject to internal and national quality assurance review arrangements, designed to ensure compliance with the methodology and guidance and to promote consistency of assessment between auditors.*

*The purpose of this report is to provide the Council with:*

- *a summary of our findings following our work;*
- *scores based on the five areas reviewed; and*
- *an overall summary assessment.*

*The Council was assessed against the Audit Commission's five Key Lines of Enquiry (KLOE). Scores were then given in accordance with the following criteria:*

*1 = Inadequate performance*

*2 = Adequate performance*

*3 = Performing well*

*4 = Performing strongly*

<b>KLOEs</b>	<b>Score</b>
<i>1. Financial Reporting</i>	<i>1</i>
<i>2. Financial Management</i>	<i>1</i>
<i>3. Financial Standing</i>	<i>2</i>
<i>4. Internal Control</i>	<i>1</i>
<i>5. Value for Money</i>	<i>1</i>
<b>Overall Score</b>	<b>1</b>

## 10. Performance Information




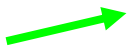


Best Value Performance Indicators are chosen by Central Government and are collected and published by all Councils. The purpose is to show whether Council's services are improving over time and how they compare with those of similar Councils. In each year since their introduction in 1999/2000, changes have been made to the information collected in light of previous experience. Where indicators are new, or have been subject to significant changes of definition, it is not yet possible to look at performance trends or comparisons.

As the Council is required to collect hundreds of indicators each year, this was deemed to many to monitor so in order to provide the Council's decision-makers with some strategic focus the Council has established a Top 45 set and a Corporate Health set of indicators. These were selected using criteria reflecting such factors as current performance, importance to delivery of Council Objectives, CPA frameworks and recovery plan.

The Top 45 set of indicators is selected from those indicators which reflect the Council's performance to its customers, through the services it provides, such as planning, street cleansing, waste collection, benefits, community safety and leisure services.

The Corporate Health set of indicators is selected from those indicators which reflect how the Council is being run, such as sickness levels, payment of invoices, IT performance, and response times to customer enquiries.

### Key:

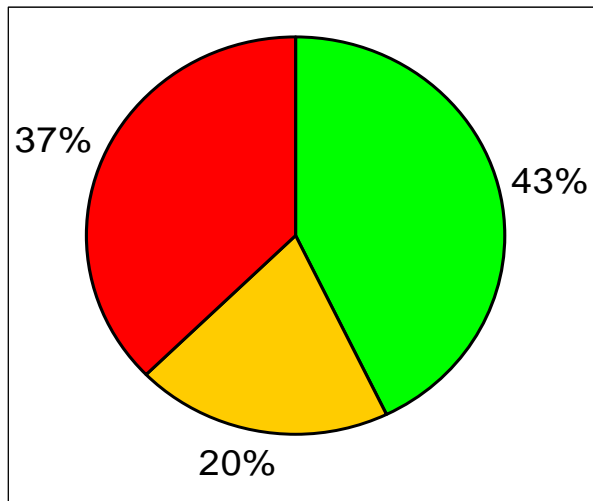
Ref.	The reference code of the BVPI
Description	The official description of the indicator
Top 45 or Corporate Health	Whether the indicator is in the Top 45 (T45) or Corporate Health (CH) set of indicators.
2004/05	The target and actual performance achieved for the year April 2004 to March 2005 inclusive
2005/06	The target and actual performance achieved for the year April 2005 to March 2006 inclusive
	Performing above target
	Performing below target within 10%
	Performing below target by more than 10%
Trend	Comparison of performance to the previous year
	Improving performance
	Steady performance
	Declining performance
2006/07 2007/08 2008/09	The target performance for the next 3 years. For some new and amended BVPIs it is not possible to provide meaningful figures

## Summary of performance

### Performance against targets

The following table and graph provides information on how the BVPIs are performing against targets set by the Council, where the data is available.

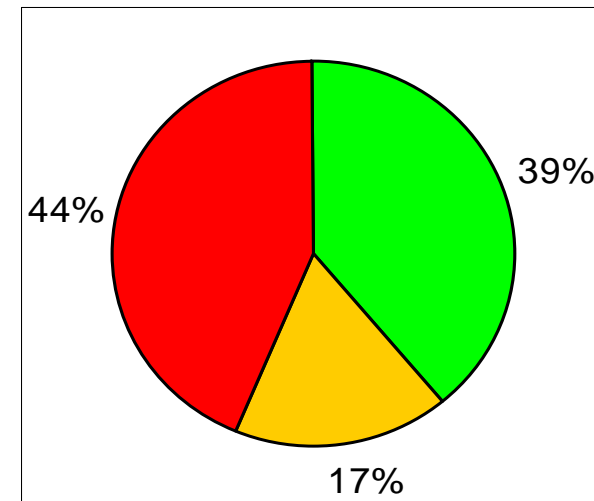
Performing above target	43%
Performing below target within 10% of target	20%
Performing below target by more than 10%.	37%



### Performance Trends

The following table and graph provides information on how BVPIs are performing against previous years performance, where comparable data is available.

Performance Improving	39%
Performance steady	17%
Performance declining	44%

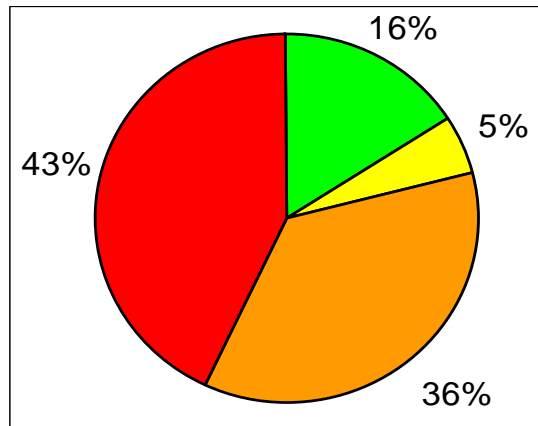




## Performance Comparison

Annually performance figures are published detailing the performance of all Councils, which give quartile figures. As a Council we compare our performance against other District Councils. Quartile data is not available for all indicators, the following table, graph and summary only includes BVPIs for which data is provided by the Audit Commission.

Performance in Top Quartile	16%
Performance in 2 <sup>nd</sup> Quartile	5%
Performance in 3 <sup>rd</sup> Quartile	36%
Performance in 4 <sup>th</sup> Quartile	43%



Indicators performing in Top Quartile are:

- BV2b Duty to promote race equality.
- BV183a The average length of stay in temporary accommodation (B&B).
- BV76d Number of prosecutions and sanctions per 1,000 caseload of Housing and Council Tax Benefit.
- BV82ai The percentage of household waste that has been recycled.
- BV82bi The percentage of household waste that has been composted.
- BV106 The percentage of new homes developed on previously developed land.
- BV179 The percentage of standard searches carried out in 10 working days.

Indicators performing in the second quartile are:

- BV9 The percentage of Council Tax collected.
- BV76c Number of fraud investigations per 1,000 caseload of Housing and Council Tax Benefit.

Indicators performing in the third quartile are:

- BV8 The percentage of invoices paid within 30 days.
- BV10 The percentage of Non-Domestic Rates collected.
- BV11a The percentage of the Top 5% of earners who are women.
- BV12 The average number of working days lost due to sickness absence.

- BV157 The percentage of interactions that are enabled for electronic delivery.
- BV64 The number of vacant private sector dwellings returned to occupation.
- BV183b The average length of stay in temporary accommodation (Hostels).
- BV76a The number of claimants visited per 1,000 caseload of Housing and Council Tax Benefit.
- BV78a The average number of days taken to process new HB & CTB claims.
- BV78b The average number of days taken for processing changes in circumstances of HB & CTB claims.
- BV91a The percentage of households covered by kerbside collection of recyclables (one recyclable).
- BV204 The percentage of planning appeal decisions allowed.
- BV205 The percentage score against the quality of planning service checklist.
- BV170c The number of pupils visiting museums & galleries in organised school groups.
- BV126 The number of domestic burglaries per 1,000 households.

Indicators performing in bottom quartile are:





- BV11b The percentage of the Top 5% of earners who are from minority ethnic communities.
- BV14 The percentage of employees retiring early (excluding ill-health).
- BV15 The percentage of employees retiring early on grounds of ill-health.


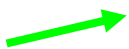

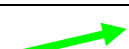
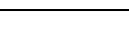


- BV16a The percentage of employees with a disability.
- BV17a The percentage of employees from minority ethnic communities.
- BV203 The percentage change in the average number of families in temporary accommodation.
- BV79a The percentage of cases for which the amount of benefit due was calculated correctly.
- BV84 The number of kilograms of household waste collected per head of population.
- BV86 The cost of household waste collection per household.
- BV199a The proportion of land & highways assessed as having unacceptable levels of litter & detritus.
- BV166a The percentage score against the Environmental Health best practice checklist.
- BV109a The percentage of major planning applications determined within 13 weeks.
- BV109b The percentage of minor planning applications determined within 8 weeks.
- BV109c The percentage of other planning applications determined within 8 weeks.
- BV170a The number of visits/usage of museums & galleries per 1,000 population.
- BV170b The number of visits in person to museums & galleries per 1,000 population.
- BV127a The number of violent crimes per 1,000 population.
- BV128 The number of vehicle crimes per 1,000 population.



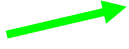
Ref	Description	Top 45 or Corporate Health	2004/05		2005/06		Trend	2006/07	2007/08	2008/09
			Target	Actual	Target	Actual		Target	Target	Target

### Corporate Health

BV2a	The level (if any) of the Equality Standard for Local Government to which the Authority conforms.	CH	3	2	3	1		2	3	4
BV2b	The duty to promote race equality, as a % of a scorecard.	CH	47.00	42.00	53.00	71.00		80.00	80.00	90.00
BV8	Percentage of invoices paid on time.	CH	100.00	84.18	100.00	92.66		100.00	100.00	100.00
BV9	Percentage of Council Tax collected.	CH	98.50	98.60	98.70	98.30		98.80	98.80	98.90
BV10	Percentage of Non-Domestic Rates collected.	CH	98.60	97.60	99.12	98.70		98.80	99.20	99.00
BV11a	The percentage of top 5% of earners: who are women.	CH	21.43	19.05	22.70	16.88		24.00	24.00	33.00
BV11b	The percentage of top 5% of earners: from minority ethnic communities.	CH	3.57	0.00	2.20	0.00		1.50	1.50	2.20
BV11c	The percentage of top 5% of earners: with a disability.	CH	New Indicator	New Indicator	2.20	0.00	n/a	1.50	1.50	2.20
BV12	The average number of working days lost due to sickness.	CH	8.60	9.08	8.93	10.27		9.50	8.48	8.00
BV14	The percentage of employees retiring early (excluding ill-health).	CH	0.18	0.00	0.14	1.50		1.00	1.00	0.50





Ref	Description	Top 45 or Corporate Health	2004/05		2005/06		Trend	2006/07 Target	2007/08 Target	2008/09 Target
			Target	Actual	Target	Actual				
BV15	The percentage of employees retiring on grounds of ill-health.	CH	0.00	0.34	0.00	0.60		0.30	0.20	0.20
BV16a	The percentage of employees with a disability.	CH	2.00	0.55	2.00	0.86		1.20	1.20	2.50
BV16b	The percentage of the population with a disability (Census 2001).	CH	11.03	11.73	11.73	11.73		11.73	11.73	11.73
BV17a	The percentage of employees from minority ethnic communities.	CH	1.16	0.40	1.16	0.70		1.00	1.00	2.50
BV17b	The percentage of population from minority ethnic communities (Census 2001).	CH	1.16	2.20	2.18	2.20		2.20	2.20	2.20
BV156	The percentage of Authority buildings' public areas that are suitable and accessible to the disabled.	CH	75.00	75.00	85.00	75.00		85.00	85.00	85.00
BV157	The percentage of interactions that are enabled for electronic delivery.	CH	75.00	63.95	100.00	70.34		Indicator Deleted	Indicator Deleted	Indicator Deleted

### Housing



BV64	The number of vacant private sector dwellings returned in occupation.	T45	3	2	3	3		4	5	6
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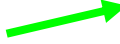
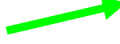

Ref	Description	Top 45 or Corporate Health	2004/05		2005/06		Trend	2006/07 Target	2007/08 Target	2008/09 Target
			Target	Actual	Target	Actual				

### Homelessness

BV183a	The average length of stay in temporary accommodation – B&B.	T45	3.00	1.00	2.00	0.00		0.00	0.00	0.00
BV183b	The average length of stay in temporary accommodation – hostel.	T45	5.00	8.61	8.00	16.00		8.00	8.00	6.00
BV202	The number of people sleeping rough on a single night within the local authority.	T45	<10	<10	<10	<10		<10	<10	<10
BV203	The percentage change in the average number of families in temporary accommodation.	T45	-12.00	-5.23	-3.00	31.04		-10.00	-10.00	-20.00
BV213	Housing Advice Service: Preventing homelessness.	T45	New Indicator	New Indicator	Not Set	0.49	n/a	1.5	1.5	2.0
BV214	The percentage of homeless households who suffer homelessness within 2 years.	T45	New Indicator	New Indicator	Not Set	2.86	n/a	3.00	2.86	2.00

### Housing Benefit and Council Tax Benefit


BV76a	Number of claimants visited, per 1,000 caseload.	T45	230.00	221.80	230.00	215.00		260.00	260.00	305.00
BV76b	Number of fraud investigators, per 1,000 caseload.	T45	0.36	0.26	0.36	0.45		0.48	0.48	0.48

Ref	Description	Top 45 or Corporate Health	2004/05		2005/06		Trend	2006/07 Target	2007/08 Target	2008/09 Target
			Target	Actual	Target	Actual				
BV76c	Number of fraud investigations, per 1,000 caseload.	T45	70.00	56.84	61.70	47.5		67.87	67.87	72.00
BV76d	Number of prosecutions and sanctions, per 1,000 caseload.	T45	6.50	6.57	5.83	10.00		6.79	6.79	6.79
BV78a	The average number of days taken for processing new claims.	T45	40.00	44.16	39.75	37.81		35.78	33.00	27.00
BV78b	The average number of days taken for processing changes in circumstances.	T45	10.00	14.92	12.00	11.88		10.80	6.80	8.00
BV79a	The percentage of cases for which the amount of benefit due was calculated correctly.	T45	99.00	98.80	99.00	96.00		99.00	99.00	100.00
BV79bi	The percentage of recoverable Housing Benefit (in-year) overpayments that have been recovered.	T45	New Indicator	New Indicator	79.00	68.05	n/a	79.00	79.00	81.00
BV79bii	The percentage of recoverable HB (all-years outstanding) overpayments recovered.	T45	New Indicator	New Indicator	48.00	47.39	n/a	55.00	55.00	57.00
BV79biii	The percentage of recoverable HB (all-years outstanding) overpayments written-off.	T45	New Indicator	New Indicator	5.00	10.20	n/a	6.00	6.00	7.00


Ref	Description	Top 45 or Corporate Health	2004/05		2005/06		Trend	2006/07 Target	2007/08 Target	2008/09 Target
			Target	Actual	Target	Actual				

### Waste and Cleanliness

BV82ai	The percentage of household waste that has been recycled.	T45	22.00	14.61	21.00	19.95		21.50	22.00	24.00
BV82aii	The tonnage of household waste that has been recycled.	T45	New Indicator	New Indicator	7638.16	8361.92	n/a	9010.52	9220.10	10058.26
BV82bi	The percentage of household waste that has been composted.	T45	4.50	9.60	11.00	20.62		21.50	22.50	23.50
BV82bii	The tonnage of household waste that has been composted.	T45	New Indicator	New Indicator	3992.52	8641.33	n/a	9010.52	9429.62	9848.71
BV84a	The number of kilograms of household waste collected per head of population.	T45	392.00	410.7	406.00	468.8		445	435	425
BV84b	The percentage change in the amount of household waste collected.	T45	New Indicator	New Indicator	3.57	14.16	n/a	9.61	9.61	-2.30
BV86	The cost of household waste collection.	T45	Not Set	No data	Not Set	71.19	n/a	70.00	70.00	70.00
BV91a	Percentage of households covered by kerbside collection of recyclables (one recyclable).	T45	100.00	91.0	94.0	91.9		94.0	97.7	96.0
BV91b	Percentage of households covered by kerbside collection of recyclables (two recyclable).	T45	New Indicator	New Indicator	94.0	91.9	n/a	94.0	97.7	96.0






Ref	Description	Top 45 or Corporate Health	2004/05		2005/06		Trend	2006/07 Target	2007/08 Target	2008/09 Target
			Target	Actual	Target	Actual				
BV199a	The proportion of land & highways assessed as having unacceptable levels of litter and detritus.	T45	30.00	36.00	25.00	26.0		20.0	15.0	13.0
BV199b	The proportion of land & highways assessed as having unacceptable levels of graffiti visible.	T45	New Indicator	New Indicator	25.00	6.0	n/a	5.0	5.0	3.0
BV199c	The proportion of land & highways assessed as having unacceptable levels of fly-posting visible.	T45	New Indicator	New Indicator	25.00	1.0	n/a	1.0	1.0	1.0
BV199d	The year-on-year reduction in number of incidents and increase in number of enforcement actions in relation to fly-tipping.	T45	New Indicator	New Indicator	Not Set	4	n/a	4	3	2




#### Environment and Environmental Health

BV166a	The percentage score against the Environmental Health best practice checklist.	T45	80.00	70.00	70.00	70.00		70.0	80.0	90.0
BV216a	The number of sites of potential concern with respect to land contamination.		New Indicator	New Indicator	Not Set	1812	n/a	1815	1815	1815
BV216b	The percentage of identified sites for which sufficient details are available for decisions.		New Indicator	New Indicator	Not Set	0.61	n/a	2	3	5




Ref	Description	Top 45 or Corporate Health	2004/05		2005/06		Trend	2006/07 Target	2007/08 Target	2008/09 Target
			Target	Actual	Target	Actual				
BV217	The percentage of pollution control improvements to existing installations completed on time.		New Indicator	New Indicator	Not Set	100.00	n/a	90	90	90
BV218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification.	T45	New Indicator	New Indicator	100.00	93.09	n/a	100.00	95.00	95.00
BV218b	The percentage of abandoned vehicles removed within 24 hours of legal entitlement.	T45	New Indicator	New Indicator	75.00	100.00	n/a	100.00	95.00	95.00

### Planning

BV106	The percentage of new homes built on previously developed land.	T45	90.00	92.77	90.00	92.00		67.00	67.00	67.00
BV109a	The percentage of major planning applications determined within 13 weeks.	T45	70.00	48.39	55.00	35.00		55.00	59.00	72.00
BV109b	The percentage of minor planning applications determined within 8 weeks.	T45	75.00	81.25	77.00	57.00		77.00	77.00	77.00
BV109c	The percentage of other planning applications determined within 8 weeks.	T45	87.00	88.08	89.00	67.00		89.00	89.00	89.00
BV179	The percentage of standard searches carried out in 10 working days		100.00	100.00	100.00	100.00		Indicator Deleted	Indicator Deleted	Indicator Deleted

Ref	Description	Top 45 or Corporate Health	2004/05		2005/06		Trend	2006/07 Target	2007/08 Target	2008/09 Target
			Target	Actual	Target	Actual				
BV200a	Was a Local Development Scheme submitted by 28/03/05 and a 3 year rolling programme maintained.	T45	Yes	Yes	Yes	Yes		Yes	Yes	Yes
BV200b	Have the milestones in the LDS been met.	T45	New Indicator	New Indicator	Yes	No	n/a	Yes	Yes	Yes
BV200c	Has an annual monitoring report been published by December 2005.	T45	New Indicator	New Indicator	Yes	Yes	n/a	Yes	Yes	Yes
BV204	The percentage of planning appeal decisions allowed.	T45	40.00	23.1	40.0	32.0		40.0	29.0	29.0
BV205	The percentage score against the quality of planning services checklist.	T45	72.00	83.3	89.00	78.00		100.0	89.0	89.0

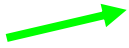
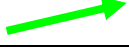
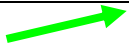

### Culture and Related Services

BV170a	The number of visits/usage of museums & galleries per 1,000 population.	T45	25.00	24.31	28.00	21.24		25.00	30.00	30.00
BV170b	The number of visits in person to museums & galleries per 1,000 population.	T45	24.00	23.08	26.00	12.93		16.00	24.00	24.00
BV170c	The number of pupils visiting museums & galleries in organised school groups.	T45	750.00	539.00	800.00	474.00		600.00	600.00	800.00



Ref	Description	Top 45 or Corporate Health	2004/05		2005/06		Trend	2006/07 Target	2007/08 Target	2008/09 Target
			Target	Actual	Target	Actual				
BV219a	The total number of conservation areas.	T45	New Indicator	New Indicator	10	10	n/a	10	11	11
BV219b	The percentage of conservation areas with an up-to-date character appraisal.	T45	New Indicator	New Indicator	10.00	10.00	n/a	30.00	50.00	80.00
BV219c	The percentage of conservation areas with published management proposals.	T45	New Indicator	New Indicator	0.00	0.00	n/a	10.00	30.00	50.00

### Community Safety and Well-being

BV126	The number of domestic burglaries per 1,000 households.	T45	15.20	13.80	13.10	8.86		12.45	11.79	11.13
BV127a	The number of violent crimes per 1,000 population.	T45	17.40	14.40	13.80	14.25		13.11	12.42	11.73
BV127b	The number of robberies per 1,000 population.	T45	New Indicator	New Indicator	0.66	0.44	n/a	0.63	0.59	0.56
BV128	The number of vehicle crimes per 1,000 population.	T45	13.20	11.40	10.70	9.71		10.16	9.62	9.09
BV174	The number of racial incidents reported to the Council per 100,000 population.		0.00	0.00	0.00	0.00		0.00	0.00	0.00
BV175	The percentage of those racial incidents that have resulted in further action.	T45	100.00	n/a	100.00	n/a	n/a	100.00	100.00	100.00

Ref	Description	Top 45 or Corporate Health	2004/05		2005/06		Trend	2006/07 Target	2007/08 Target	2008/09 Target
			Target	Actual	Target	Actual				
BV225	The percentage score against a checklist for actions against domestic violence.	T45	New Indicator	New Indicator	72.00	68.00	n/a	78.00	85.00	90.00
BV226a	The total amount spent on advice and guidance provided by external organisations.		New Indicator	New Indicator	341,120	333,715	n/a	338,225	348,033	358,25
BV226b	The percentage of the money spent, given to organisation holding the CLS Quality Mark.		New Indicator	New Indicator	33.50	34.15	n/a	33.50	33.50	33.50
BV226c	The total amount spent on advice and guidance on housing, welfare benefits and consumer matters provided by the Council.		New Indicator	New Indicator	Not Set	32,521	n/a	32,521	32,521	32,521

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## **11. Statement of Contracts**

The Council will ensure that, in relation to the transfer of staff under a Best Value contract, it will incorporate the requirements of the Code of Practice on Workforce Matters in Local Authority Contracts as a principle of any tendering exercise.

## 12. Glossary of Terms

Affordable Housing	Subsidised housing provided by an organisation allocating on the basis of need. Dwellings normally made available for rent but may also include subsidised home ownership, such as shared ownership, where a Registered Social Landlord (or LA) retains an interest.
Aims	The general outcomes that are to be achieved through actions or activities.
Artrix	The Artrix is Bromsgrove Arts Centre, which offers music, theatre, dance, cinema and visual arts. It can be found adjacent to NEW College from either or School Drive, Bromsgrove. <a href="http://www.artrix.co.uk/">http://www.artrix.co.uk/</a>
Audit	A check that an organisation is making proper use of its facilities and finances.
Audit Commission	A Government body that has responsibility for examining the work of local authorities.
Benefits Fraud Inspectorate (BFI)	Part of the Department for Work and Pensions, which inspects social security benefit administration and counter-fraud activity in local authorities and the Department's benefit paying service. To reduce fraud within the social security system.
Best Value	A principal designed to make sure that the Council continually improves its services and offers value for money and a statutory duty as per the Local Government Act 1999.
Best Value Performance Indicators (BVPIs)	Government defined measures that can be used to assess the Council's achievements across various areas.
Best Value Performance Plan (BVPP)	An annual report which outlines how the Council has performed against what it said it would do. Councils whose CPA rating is 'Good' or 'Excellent' are no longer required to produce a Best Value Performance Plan, and are only formally required to publish BVPI results, three year targets and a statement on contracts.


Business Start Ups	The Council sponsors 25 new business starts each year with free training and start-up grants.
CALC	County Association of Local Councils. This is an association to represent Parish and Town Councils within Worcestershire.
Community Strategy	A long-term vision for the District of Bromsgrove. The strategy co-ordinates the actions of public, private and community organisations in meeting the needs and priorities of local communities. Under the Local Government Act 2000, all local authorities are required to work in partnership with the community, businesses, the voluntary sector and other public sector partners to develop a long-term strategy to promote the social, economic and environmental well being of their local communities.
Community (Neighbourhood) Wardens	Wardens work with residents and agencies in areas of Bromsgrove to provide a quick response to residents. The warden's role is threefold: Crime prevention and easing the public fear factor, Improving the environment, and community development.
Comprehensive Performance Assessment (CPA)	An external assessment by the Audit Commission which makes a judgement on the whole of the Council to compare us with other Councils.
Corporate Governance	The system by which local authorities direct and control their functions and relate to their communities.
Corporate Management Team	Senior decision making officers made up of: Chief Executive, Corporate Director (Resources), Corporate Director (Services), Assistant CEO, Head of Culture & Community Services, Head of E-Government & Customer Services, Head of Financial Services, Head of Legal & Democratic Services, Head of Planning & Environment Services and Head of Streetscene & Waste Management.
Corporate Plan	This sets out what the Council is going to do and how it is going to do it over the next three years.
Council Objectives	The goals for the Council to get closer to achieving our vision.

Customer Service Centre	<p>This is the first point of contact for members of the public to get in contact with the Council. It is located on School Drive as part of the Dolphin Centre building.</p> <p>Services currently available are: Council Tax, Business Rates, Benefit enquiries, payment facilities, bus passes, Blue Badge permits, car park permits, Environmental Health queries, and Depot services.</p>
Deprivation Ranking	<p>A national ranking of all 354 Councils, on how deprived the area is. With 1 being the most deprived area in the country. Currently Bromsgrove is ranked 293.</p>
Dolphin Centre	<p>This is the Council's leisure centre in School Drive, Bromsgrove. Facilities include swimming pools (main &amp; leaner), sports hall, fitness suite and café.</p>
EDC system	<p>The EDC system is the Audit Commission's Electronic Data System, an online system that is used to collect all Local Authorities Best Value Performance Indicator data.</p>
Government Monitoring Board (GMB)	<p>This board was established when the Council went into Voluntary Engagement, and is made up of Government Officials (ODPM/DCLG), the External Auditors (KPMG), the Audit Commission, Government Office West Midlands, mentor official from another authority, and is attended by senior management and group leaders of the political parties of Members. Its responsibility is to monitor the Council's progress with the aim of coming out of Voluntary Engagement.</p>
Government Office West Midlands (GOWM)	<p>The regional office of Central Government, based in Birmingham, which provides guidance and regulation to local authorities.</p>
Homelessness	<p>A person is statutorily homeless if they do not have accommodation that they have a legal right to occupy, which is accessible and physically available to them (and their household) and which it would be reasonable for them to continue to live in. It would not be reasonable for someone to continue to live in their home, for example, if that was likely to lead to violence against them (or a member of their family).</p>


Information, Communication Technology (ICT)	<p>Infrastructure – The Council’s ICT infrastructure is the technical platform upon which all core Council services rely. The platform is made up of Computer Servers, Business Applications and a network.</p> <p>Spatial project – The Spatial project covers how we will sort out multiple datasets and give the authority clean, accurate and usable data that will form the cornerstone of developing our services, and will enhance all points of delivery to our citizens.</p> <p>Intranet – A website accessed internally by the Council employees containing information.</p>
Key Lines of Enquiry (KLoE)	These are set out by the Audit Commission and are detailed questions that help to inform our inspection judgements. They are used by our inspection teams, but we also publish them to help audited and inspected bodies with their own assessments.
KPMG	The Council's external auditors.
Local Strategic Partnership (LSP)	A family of partnerships and organisations that is working to a common aim – to improve the quality of life in the District.
Major Projects	Areas identified as being critical towards successfully delivering the Council’s improvement.
Members	Members of the Council (Councillors) that are elected every 4 years at Local Government Elections, the next elections in the District are in May 2007.
ODPM	<p>The Office of the Deputy Prime Minister, this is a former department of the Government, which had responsibility for Local Government matters.</p> <p>This department has now become the Department for Communities and Local Government (DCLG), following the Cabinet reshuffle in May 2006.</p>
Performance Management Framework	Sets outs the processes by which Members, officers and citizens can monitor how the Council is performing.

Quartile(s)	There are 4 quartiles: Top, second, third and Bottom. They are calculated by ranking all the Councils in order of performance (from 2004/05) then taking the Top 25%, second 25%, third 25% and bottom 25%. To attain top quartile performance for an indicator in 2005/06, then performance must be above that of the bottom level of the top 25%.
Quest	Quest is the UK Quality Scheme for sport and leisure. Quest defines industry standards and good practice and encourages their application and development in a customer-focused management framework.
Recovery Plan	This is the document that was drawn up when the Council entered Voluntary Engagement. It sets out the Council's aims and objectives to enable it to come out of recovery.
Risk Management	Risk Management is the logical and systematic method of identifying, analysing, evaluating, treating, monitoring and communicating risks associated with any activity, function or process in a way that enables organisations to minimise losses and maximise opportunities.
Shopmobility	A scheme run by the Council, to help people who have an impairment with their mobility visit the town of Bromsgrove through the loan of electric scooters, powered wheelchairs, and self-propelled wheelchairs. It is located on Level 1 of the Churchfields Multi-story car park, and is open 9am – 4pm Monday to Friday.
Strategic Housing	This is the responsibility for assessing the housing needs of the District, the development of housing strategies to meet those needs identified, and enabling the provision of affordable housing and schemes to support private sector renewal.
Streetscene	This refers to all open areas within the district such as parks, roads, paths car parks etc. and covers what is included as part of them such as litter bins, benches.
Target(s)	A fixed goal or objective which results in improvement.
Values	The fundamental principles that guide the way the Council works.





Verification Framework	This is a Good Practice Guide developed by the Department for Work and Pensions. The framework is designed to stop fraudulent and incorrect claims entering the benefit system. This is when people do not declare their true circumstances either deliberately (fraud) or by mistake.
Vision	The ideal of how we would like the District to be in the future.
Voluntary Engagement	Voluntary Engagement is a way of helping a Council achieve its recovery or improvement plan through a process of voluntary co-operation with the Government.



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

**14<sup>TH</sup> JULY 2006**

**REVIEW OF BUSINESS/SERVICE PLANNING PROCESS**

Responsible Portfolio Holder	Councillor Roger Hollingworth
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive

**1. SUMMARY**

- 1.1 To present the reviewed business plan as discussed at the Performance Management Board on 16<sup>th</sup> June 2006.

**2. RECOMMENDATION**

- 2.1 It is recommended that the Performance Management Board:
- a) Endorse the proposed business planning process.

**3. BACKGROUND**

- 3.1 Performance Management Board members received at a report at the meeting held on 16<sup>th</sup> June 2006 which detailed the reasoning and suggestions for reviewing the business planning process.
- 3.2 The Service Business Plan template is attached as Appendix 1. The template covers the following areas:
- Introduction from Portfolio Holder and Head of Service
  - 2006/07 Performance Review
  - Context
  - Service Strategy
  - Key Deliverables, Indicators and Project/Task Milestones
  - Customer First
  - Resources
  - Risk Management
  - Benchmarking

There are 11 appendices to the document. These are:

1. Council's Vision and Values
2. Council Objectives 2007-2010
3. Corporate Business Planning Framework
4. Budget Bid: Business Case
5. Option Appraisal: Service Delivery
6. Performance Indicators
7. Agreed Support Service Schedule
8. Divisional Structure Chart
9. Team Action Plans

- 10. 2006/07 Performance Review
- 11. Risk Register

3.3 Appendix 2 details the proposed timetable for rolling out the process.

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

4.1 There are no budget implications in this report. The Assistant Chief Executive will provide further details at the meeting if required.

#### **5. Legal Implications**

5.1 There are no legal implications.

#### **6. Corporate Objectives**

6.1 An updated business planning process will improve the ability of the Council's decision-makers to transmit high level strategic choices into front line service delivery.

#### **7.1 Risk Management**

7.1 Business plans underpin service delivery of Bromsgrove District Council and if they are not produced in a timely manner, other processes cannot commence.

#### **8. Other Sub Headings**

##### **8.1 Procurement Issues**

None.

##### **8.2 Personnel Implications**

See workforce planning and training and development section of the business plan template.

##### **8.3 Governance/Performance Management Considerations**

As detailed in previous report dated 16<sup>th</sup> June 2006.

##### **8.4 Community Safety Considerations**

It would be good practice for our service business plans to identify their contribution to this agenda.

##### **8.5 Policy Considerations**

Service business plans will need to reflect any policy considerations identify through the corporate plan process.

##### **8.6 Environmental Considerations**

Service business plans will need to reflect any policy considerations identify through the corporate plan process.

## 8.7 Equalities Implications

See section on customer standards and diversity.

### **Background Papers**

The papers used in the preparation of the report should be listed (you do not need to list background papers if the report includes exempt information and any document which has been published does not need to be referred to as a background paper).

### **Contact officer**

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**BROMSGROVE DISTRICT COUNCIL**

**2007/2008  
SERVICE BUSINESS PLAN**

**DRAFT**

**SERVICE:**

**TEMPLATE**

# Contents

1. Introduction from Portfolio Holder and Head of Service
2. 2006/07 Performance Review
3. Context
  - 3.1 Local Agenda
  - 3.2 National Agenda
4. Service Strategy
5. Key Deliverables, Indicators and Project/Task Milestones
6. Customer First
  - 6.1 Community Engagement
  - 6.2 Customer Experience
7. Resources
  - 7.1 Employee Opinion and Involvement
  - 7.2 Workforce Planning
  - 7.3 2007/08 Divisional Management Team Training & Development Plan
  - 7.4 2007/08 Budget (2006/07 Rolled Forward)
  - 7.5 2007/08 Budget Bids (Unavoidable pressures and growth)
  - 7.6 Budget Savings
  - 7.7 Partnerships
  - 7.8 Support Service Structure
8. Risk Management
9. Benchmarking
  - 9.1 Benchmarking Performance – Areas of Concern

9.2 How are you going to use benchmarking to improve these areas?

## Appendices

Appendix 1	Council's Vision and Values
Appendix 2	Council Objectives 2007-2010
Appendix 3	Corporate Planning Business Framework
Appendix 4	Budget Bid: Business Case
Appendix 5	Option Appraisal: Service Delivery
Appendix 6	Performance Indicators
Appendix 7	Agreed Support Services Schedule
Appendix 8	Divisional Structure Chart
Appendix 9	Team Action Plans
Appendix 10	2006/07 Performance Review
Appendix 11	Risk Register

# 1. Introduction from Portfolio Holder and Head of Service

*Insert electronic signature*

***INSERT Name of Portfolio Holder***

***April 2007***

*Insert electronic signature*

***INSERT Name of Head of Service***

***INSERT Name of Service***

***April 2007***



## 2. 2006/07 Performance Review

2.1 During 2006/07 the Service achieved the following:-

KD Ref	Performance Review of 2006/07	Corporate Objective/Priority Ref.
	Eg: title of key deliverable, followed by a short commentary on what was delivered.	

2.2 Other achievements in 2006/07. (Please detail key achievements within 2006/07 that were not planned for as part of the original key deliverables for your Service).

2.3 Performance Assurance Statement: The key deliverables as set out in the 2006/07 performance plan have been delivered. Material exceptions and planned corrective actions are detailed below:

KD Ref	Performance Exception	Corrective Action

## **3. Context**

### **3.1 Local Agenda**

3.1.1 Local context and agenda within which the Service operates, which forms the background to the choice of key deliverables. (See Section 4).

### **3.2 National Agenda**

3.2.1 National context and agenda within which the Service operates, which forms the background to the choice of key deliverables. (See Section 4).

## **4. Service Strategy**

- 4.1 Within the context of the Council's objectives, priorities and MTFP, and based on the context within which your Service operates, outline the Service's strategy for the next 3 years.

Insert your Service strategy here.

## 5. Key Deliverables, Indicators and Project/Task Milestones

- 5.1 The Service has itself XX key deliverables for 2007/08. These are cross-referenced to the Council Objectives (CO) and priorities. The Service has also set itself key performance indicators (KPIs) and/or project task milestones for each of its key deliverables, so that we can monitor progress.

<b>Ref.</b>	<b>Key Deliverable Title</b>	<b>Council Objective/Priority Ref.</b>

<b>Ref.</b>	<b>Key Performance Indicator</b>	<b>2005 / 2006 Actual</b>	<b>2006 / 2007 Est. Outturn</b>	<b>2007 / 2008 Provisional Target</b>	<b>Measure Frequency</b>

Ref.	Project / Task Title	
Planned position at 30 <sup>th</sup> Jun 2007		
Planned position at 30 <sup>th</sup> Sep 2007		
Planned position at 31 <sup>st</sup> Dec 2007		
Planned position at 31 <sup>st</sup> Mar 2008		

The Key Deliverables identify priorities for each service and measures of success. Appendix X details all Performance Indicators for each Service and targets for 2007/08. Appendix X provides team action plans in support of key deliverables.

5.2 **Budget 2007/08 (2006/08 Rolled Forward)**

<b>Within existing budget</b>		<b>Yes</b>	<b>No</b>
Budget bid 2007/08	Details of budget bid		

If yes, see Appendix 4.

## 6. Customer First

### 6.1 Community Engagement

#### 6.1.1 Key Consultations the Service is planning to undertake in 2007/08.

Consultation to be undertaken	Category of Consultation (A-E) (See below)	Who is being consulted?	How will the results be used?	Estimated Cost (£)	Start Date/ Finish Date	Lead Officer

All consultation needs to be 'categorised' according to the following definitions:

- A Information Gathering
- B Seeking Views
- C Making Choices
- D Generating Ideas
- E Participation/Joint Decision Making



## 6.2 Customer Standards

6.2.1 Please detail what divisional actions you plan to take in order to meet the new Customer First Strategy customer service standards (set out below):-

Organisational Customer Service Standards	How will the standards be met by the service area?
<b>Service Delivery</b>	
1. Advice and Information should be varied and accessible using the most appropriate channel to meet the customer need:	
<ul style="list-style-type: none"> <li>• Face to face</li> </ul>	
<ul style="list-style-type: none"> <li>• Telephone</li> </ul>	
<ul style="list-style-type: none"> <li>• Electronic</li> </ul>	
<ul style="list-style-type: none"> <li>• Letter and Fax</li> </ul>	
2. Customer awareness standards for monitoring customer contact including complaints and compliments.	
3. Dealing with customer complaints and compliments.	

Organisational Customer Service Standards	How will the standards be met by the service area?
<b>Staffing</b>	
1. Staff are easily identifiable.	
2. Staff are trained to deliver a customer focused service.	
3. Staff are supported to deliver a customer focused service.	
4. Staff take responsibility for making sure that the customer enquiry is dealt with and brought to a conclusion.	
5. Confidentiality and data protection must be met.	
<b>Environment</b>	
1. Corporate environment.	
2. Creating a safe/clean, professional, welcoming environment.	
3. Clear internal and external signage.	
4. Rooms available for private meetings and pre-arranged appointments.	
5. Public areas: <ul style="list-style-type: none"> <li>• Must display service standards</li> </ul>	

<b>Organisational Customer Service Standards</b>	<b>How will the standards be met by the service area?</b>
<ul style="list-style-type: none"> <li>• Confidentiality</li> <li>• Customer performance reports</li> <li>• Up to date leaflets</li> <li>• Toys</li> <li>• Council information</li> </ul>	

6.2.2 Based on the above, what are your key customer standards and how you will measure success against these?

6.2.3 Please detail what actions you are planning to take in 2007/08 to improve the customer's experience and why.

6.2.4 Based on the impact assessment you have undertaken, please detail how your service will address the following diverse issues:

	<b>Action</b>	<b>When</b>	<b>Responsible Officer</b>
Race/Ethnic Minority Groups			
Gender			
Disability			
Gender Re-assignment			
Age			
Sexual Orientation			
Religion			
Income			
Marital Status			
Rural/Urban Mix			



# 7. Resources

## 7.1 Employee Opinion and Involvement

7.1.1 Planned actions within the Service as a result of the 2006 Employee Survey and Investors in People assessment.

Issue	Agreed Action	When	Responsible Officer

## 7.2 Workforce Planning

7.2.1 What impact will your service developments/changes have on your workforce requirements? Please specify in relation to:

Number of Staff	Skills Required	New Roles or Responsibilities	Learning and Development Required

Please confirm for each column whether funding is available.

## 7.3 2007/08 Divisional Management Team Training and Development Plan

7.3.1 Training and development issues and planned actions for the Service's Management Team during 2007/08.

Topic	Who?	Method/ Intervention	Purpose and Outcome	Resource and Lead	Timescales
Eg: Team Building	Eg: Team A	Eg: Away Day	Eg: Improved team working	Eg: Team Training Budget/team manager	Eg: 30 June 06

7.4 2007/08 Budget (2006/07 Rolled Forward)

Description	Base Budget 2007-08 £
<b>Expenditure:</b> Employee costs Premises costs Transport costs Supplies and Services Contract costs Transfer costs Support Service costs Capital costs	
<b>Gross Expenditure</b>	
<b>Income</b>	
<b>Net EXPENDITURE</b>	



**7.5. 2007/08 Budget Bids (Unavoidable pressures and growth)**

Business Case 1: TITLE/DESCRIPTION – Appendix 4 template

Business Case 2: TITLE/DESCRIPTION – Appendix 4 template

7.5.1 For 2007/08, the Service is making the following budget bids:

<b>TITLE:</b>
Insert details of budget bid
Insert details of budget bid

**7.6 Budget Savings**

7.6.1 In order to fund some budget bids, the Council may need to make budget savings in other areas. Appendix 5 sets out potential savings for the Service.

## 7.7. Partnerships

7.7.1 Partnerships (both internal and external) that are critical to the delivery of the Service's key deliverables, how these are managed and planned actions agreed with the relevant partner(s).

### External Partnerships

Name of Partnership	Purpose	How will you ensure this relationship is successfully managed during 2007/08?

### Internal Partnerships

Name of Partnership	Purpose	How will you ensure this relationship is successfully managed during 2007/08?



## 7.8 **Support Service Structure**

- 7.8.1 In order to deliver its Service Business Plan, the Service has agreed a range of support with other services in the Council. These are detailed in Appendix 7.

## 8. **Risk Management**

- 8.1 The Service manages its risks in accordance with the Council's Risk Management Strategy. The Service's Risk Register is attached as Appendix 11.

## 9. **Benchmarking**

### 9.1 **Benchmarking Performance – Areas of Concern**

Please note your areas of concern here

- 9.1.1 Based on your knowledge of Service performance, please detail areas of concern that you wish to focus service improvement activity on.

Please detail areas of service improvement activity here

### 9.2 **How are you going use benchmarking to improve these areas?**

- 9.2.1 National research

- 9.2.2 Benchmarking partnerships with other high performing organisations

- 9.2.3 Other

# Appendix 1

## Council's Vision and Values

To be inserted by the Corporate Communications, Policy & Performance Team

## **Appendix 2**

### **Council Objectives 2007-2010**

To be inserted by the Corporate Communications, Policy & Performance Team

## **Appendix 3**

# **Corporate Business Planning Framework**

To be inserted by the Corporate Communications, Policy & Performance Team

## Appendix 4

### Budget Bid: Business Case

<b>TITLE:</b>			<b>START YEAR: 2007/08</b>
<b>COUNCIL PRIORITY:</b>	<b>KD REF:</b>	<b>KEY DELIVERABLE TITLE</b>	<b>COUNCIL OBJECTIVE/ PRIORITY REF.</b>
<b>BRIEF DESCRIPTION OF PROJECT</b>			
<b>PROJECT LEADER:</b>			

<b>MEASURE OF SUCCESS</b>			
Success/Evaluation Factor(s)	Target	Target Date	Source of Information



## REVENUE COSTS

Element	Cost £'000			
	2007/08	2008/09	2009/10	Ongoing
Employee Costs				
Premise costs				
Transport costs				
Supplies and Services				
Other Costs (please specify)				
<b>Total Revenue Cost</b>				
Income				
Savings (describe)				
<b>Total Revenue Income</b>				
<b>Net Revenue Impact</b>				

## BUSINESS CASE

HUMAN RESOURCE IMPLICATIONS (of preferred option)	F.T.E. (+/-)

<b>ALTERNATIVES CONSIDERED (include do nothing)</b>			
Alternative	Net Cost		Reasons for Rejection
	Capital	Revenue	

<b>INTERNAL CONSULTATION</b> (With other service heads/unions/Health & Safety Officer)		
It is vital that all appropriate managers are consulted (incl. HR)		
<b>All IT schemes to be submitted via Head of E-Gov and Customer Services</b>		
NAME/ JOB TITLE	COMMENTS	SIGNATURE

**ALL RISK FACTORS THAT COULD DELAY DELIVERY OF THE PROJECT**

**RISKS OF PROJECT NOT BEING APPROVED**

**1. Impact on customer satisfaction**

What impact will this investment have on customer satisfaction? (e.g. an investment at a leisure centre could improve the facilities or increase the range of services available for customers and thereby increase the level of satisfaction) Please provide both narrative and an estimation of percentage increase.

**2. Productivity benefits**

How will the funds invested increase the volumes generated? E.g. by investing these funds the volume produced for each £ invested should increase.

**3. Opportunity Costs**

What is the potential cost to the authority of not investing these funds?

**4. Asset savings**

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

**5. Performance improvement**

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

## Assumptions

Please detail the assumptions that have been made that will affect whether a measurable return on investment is achieved.

--

<b>BUDGET HOLDER (S)</b>	<b>PORTFOLIO HOLDER (S)</b>



## Appendix 5

### Option Appraisal: Service Delivery

Ref/Cost Centre	Title	Gross Budget	Reduction 2%	How	Impact/Risks
Ref/Cost Centre	Title	Gross Budget	Reduction 5%	How	Impact/Risks
Ref/Cost Centre	Title	Gross Budget	Reduction 10%	How	Impact/Risks
Ref/Cost Centre	Title	Gross Budget	Reduction 15%	How	Impact/Risks
Ref/Cost Centre	Title	Gross Budget	Reduction 20%	How	Impact/Risks



## Appendix 6

### Performance Indicators

Ref.	Description	2005/06 Actual	Estimated 2006/07 Outturn	2007/08 Target	Commentary

## Appendix 7

### Agreed Support Services Schedule

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

Project Number	Project Title	Lead Officer	Start Date	Finish Date	<u>AGREED</u> Support

**Divisional Structure Chart**

## Appendix 9

### Team Action Plans

Please detail all projects/tasks for your teams for 2007/08. Please prioritise all projects/tasks, i.e. high, medium and low priority.

Project/Task Title	Measure of Success (SMART)	Start Date	Finish Date	Resource	Lead	Priority (H, M, L)

**2006/07 Performance Review**

<b>KD Ref.</b>	<b>Performance Review 2006/07</b>	<b>Corporate Objective</b>

**Risk Register**

**APPENDIX 2****Timetable for 2007/2008 Business Planning**

<b>Date</b>	<b>Action</b>	<b>Who</b>
10/11 July 2006	Top Team Away Days on Council Plan	Cabinet/CMT
01 August 2006	Agree Council Plan 2007/2010	CMT
16 August 2006	Agree Council Plan 2007/2010.	Leader's Group
01 September 2006	Training for Managers starts.	Head of HR & OD.
06 September 2006	Agree Council Plan 2007/2010.	Cabinet
19 September 2006	Agree Council Plan 2007/2010.	Full Council
30 September 2006	Training for Managers completed.	Head of HR&OD/ACE
31 October 2006	HoS plans considered by SMT.	CMT
15 November 2006	Plans considered by Leader's Group and SMT.	Leader's Meeting
06 December 2006	Plans considered formally by Cabinet.	Cabinet
15 December 2006	Plans examined by PMB.	PMB
22 December 2006	Budget Consultation Completed.	ACE
03 January 2007	Budget Consultation results reported.	Cabinet
03 January 2007	Budget Consultation results reported.  PMB feedback to Cabinet on examination of plans.	Cabinet
01 February 2007	PDRs start.	CMT members.

07 February 2007	Budget agreed.	Cabinet
27 February 2007	Budget Agreed.	Full Council
28 February 2007	Business Plans Retabled with adjustments from budget process.	CMT
14 March 2007	Business Plans Retabled with adjustments from budget process.	Leader's Group
04 April 2007	Business Plans Retabled with adjustments from budget process.	Cabinet
30 April 2007.	PDRs completed.	All Managers.